

Department of the Interior
UNIVERSITY



Fiscal Year 2011 Courses, Programs, and Events



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DOI UNIVERSITY

Message from the President

Welcome to the Department of the Interior University (DOIU)! The past year has brought many exciting changes to our university. In January 2010, we became part of the Office of the Secretary, Office of Strategic Employee Development (OSED). With this move, DOIU is now the primary provider of mission-critical training for all DOI employees, and a key partner with our DOI bureau training counterparts. Other changes include the launch of a new executive education program in FY 2011, and the introduction of a leadership roadmap to ensure that all DOI employees have access to leadership training. The speaker forums have also experienced some changes. Look for our newest forum series, the DOI Leadership Forums that target leaders at the GS 13 – 15 levels. This forum replaces the DOI Executive Forums, and features the same high-quality speakers and relevant topics that DOI has come to expect. The use of technology is more evident in FY 2011. Our website has been redesigned, and is now the primary means of providing information, program updates and communications to our customers. In FY 2012, we will discontinue issuing a hard-copy catalog, and will move to an online-only catalog that will contain all of the information you need to make your plans for continual learning.

We are very proud of our reputation for delivering customer-centric training that benefits the individual and the organization. As part of that commitment, DOIU strives to make learning as accessible as possible. Our learning centers are strategically located in Albuquerque, New Mexico; Anchorage, Alaska; Denver, Colorado; and Washington, DC. We also deliver training programs on site for our customers who must reduce travel costs and those who prefer a tailored curriculum to meet specific performance-improvement requirements. Our technology-enabled learning center offers yet another way to meet your learning needs 24/7 through learning technologies and online courseware.

If you are new to DOI University, welcome. And if you are a returning student, welcome back! We have many exciting courses and programs awaiting you in FY 2011.

Lynn McPheeters

Lynn McPheeters
President, DOI University

DOI University Points of Contact and Locations

Learning Centers

Albuquerque, New Mexico

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Denver, Colorado

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Debra_J_Carr@nbc.gov

Washington, DC

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Technology Enabled Learning Center

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Fellows and Leadership Programs Points of Contact

Business Skills Certificate Program

Debra Carr, Manager
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Executive Assistant Certificate Program

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Federal Acquisition Certification for Program & Project Managers (FAC-P/PM)

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Federal Financial Management Certificate Program

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Foundations in Leadership Certificate Program

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Pathways to Leadership Program

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Presidential Management Fellows Program

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Senior Executive Service Candidate Development Program (SESCDP)

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Intern Programs Points of Contact

Government-wide Acquisition Management Intern Program (GAMIP)

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Financial Management Career Intern Program (FMCIP)

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Office of the Secretary Management Intern Program (OSMIP)

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Speaker Series Point of Contact

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COURSE CURRICULUM

Certificate Programs

Business Skills Certificate Program

The Business Skills Certificate Program provides an introduction to business skills for managers, supervisors, and project managers. Participants learn how to identify and set goals, solve complex problems, take on new leadership roles, and communicate effectively and persuasively with stakeholders, managers and customers.

To earn the Professional Certificate in Business Skills from DOIU and The George Washington School of Business, participants must successfully complete five courses within four years. The program covers the following topics:

- Business Acumen
- Critical Thinking and Problem Solving
- Financial Management
- Effective Communications
- Coaching and Mentoring

DOIU can provide this program to any interested federal agency. For information, contact Deb Carr, (303) 969-5425, Debra_J_Carr@nbc.gov, or refer to our website: www.doi.gov/training.

Certificate Programs

Executive Assistant Certificate Program

Program Description:

The Executive Assistant Certificate Program (EACP) offers participants the opportunity to acquire the knowledge, skills, and abilities needed to assist federal-government managers. The purpose of the program is to develop a cadre of highly skilled, motivated, and professional administrative support staff to meet the future needs of the federal government. Candidates who are selected for the Executive Assistant Certificate Program have a unique opportunity to improve their skills through a formal 80-hour classroom training program. The EACP will provide training in the following modules:

EACP Program Modules:

- Accomplishing the Federal Government Mission
- Office Management
- Interpersonal Skills/DiSC® Personal Profile Systems
- Grammar & Writing Skills
- Time and Stress Management
- Public Speaking Skills and Applied Speaking Skills (includes taped presentations and feedback)
- Problem Solving and Decision Making
- Putting It All Together

Target Audience: This program is open to full-time permanent employees of the Department of the Interior. The intended audience includes mid-level administrative professionals, newly assigned and high-potential administrative or support staff.

Competencies Addressed: Written Communication, Oral Communication, Individual Effectiveness, Customer Service, Presentation Skills, Time and Workload Management, Problem Solving Programs

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Following are brief descriptions of each module:

Accomplishing the Federal Government Mission

This course teaches and encourages participants to present a positive, competent, and professional image that reflects the standards and missions of the Department of the Interior.

Specific knowledge and skills needed to convey credibility, authority, and integrity in the business environment are emphasized. As a result of participating in the EACP training, attendees will be able to:

- Explain the Department of the Interior's mission and goals
- Recognize the value of aligning personal goals and values with those of the Department of the Interior
- Manage business relationships more effectively
- Increase their levels of proficiency in areas critical to the role of executive assistant in the Department of the Interior

Office Management

This course is designed to strengthen the ability to manage the cooperative efforts of a busy office environment, including specific work assignments and interactions with other divisions and bureaus. In this course, participants will learn to:

- Identify elements (people, resources, equipment) essential to achieving the highest levels of productivity and efficiency
- Identify ways to enhance and improve upon current office-management procedures and processes
- Clarify the role and duties of an office manager in the Department of the Interior Interpersonal Skills/DiSC® Personal Profile Systems

The DiSC® Personal Profile System personality instrument will help you better understand yourself and the people with whom you work and live. A second, vital ingredient for being an excellent communicator is a clear understanding of the dynamics of interpersonal communication. Good interpersonal skills allow for win-win relationships and outcomes. During this course, participants will:

- Recognize the importance of feedback and self-disclosure in establishing and improving relationships
- Maximize the strengths and minimize the weaknesses of their profiles
- Discuss their behavioral profiles, and recognize behavioral tendencies in others, as well as how to appropriately respond in given scenarios
- Recognize non-verbal behavior and its importance to interpersonal communication
- Discuss the communication model, as well as the barriers to communications

Grammar & Writing Skills

Good writing combines big-picture, conceptual understanding with nuts-and-bolts knowledge of grammar and punctuation. This course will help you maintain a big-picture view of writing, as well as understand and use the nuts and bolts. In addition, this session will clarify the benefits and dangers of e-mail, as well as associated federal and agency guidelines for its use. Participants will be able to:

- Apply basic grammar and punctuation rules
- Practice writing, editing, and proofreading their own and others' work
- Minimize “bureaucratese” and opt for plain language to increase the readers' understanding
- Explain the benefits and dangers of e-mail, as well as federal and agency guidelines for using it

Time and Stress Management

This course is designed to help individuals learn to better manage their personal time, manage their time in relation to their supervisors' time, and minimize their stress levels. Participants will be able to:

- Recognize the difference between time management and self-management, as well as how to address external time-wasters
- Practice prioritizing a supervisor's day
- Apply time-management techniques to make the most of their time at work and at home
- Recognize the causes, symptoms, and stages of stress
- Identify multiple methods for reducing stress in their lives
- Develop goals to help apply self- and stress-management skills

Public Speaking Skills

This course is designed to help participants minimize their fear of speaking in public, and gain confidence in assembling and giving presentations. Participants will:

- Develop strategies to deal with speaker's stress
- Employ techniques to quickly organize and deliver clear, concise presentations
- Design and use appropriate visual aids
- Develop goals to apply and strengthen presentation skills

Putting It All Together

This segment gives participants the opportunity to review and clarify the value of the learning modules presented throughout the two-week program.

Participants identify ways to apply the lessons learned into specific areas of their work and to create an individualized action plan to help them achieve this goal.

Certificate Programs

Federal Acquisition Certification for Program & Project Managers (FAC-P/PM)

FAC-P/PM is required for program and project managers who have been assigned to major acquisitions as defined in OMB Circular A-11, Part 7, exhibit 300. Under this three-tiered certification program, essential competencies for the program and project management community were developed and grouped into five coursework areas. These areas are acquisition, project management, leadership/interpersonal, government-specific and earned-value management and cost estimates.

The FAC-P/PM is not mandatory for all program and project managers; however, at a minimum, program and project managers assigned to programs considered major acquisitions must be senior-level certified unless a waiver is granted by the appropriate agency official. The target completion date for this certification is one year from the date of the assignment to the program or project.

On May 21, 2010 the Director, Office of Acquisition and Property Management and Senior Procurement Executive, issued a memo urging all bureaus and agencies to begin this certification process “as soon as possible with the expectation that FAC-P/PM certifications will begin issuance by no later than October 29, 2010.” DOIU’s Denver Learning Center will be presenting a series of five courses that meet the FAC-P/PM training requirements at the senior/expert level. These courses will begin in August 2010 and will conclude by October 2010 to support program and project managers in meeting this deadline.

The FAC-P/PM certification is not a progressive certification; for example, individuals may be certified at the senior/expert level without having been certified at the two lower levels.

Beginning in FY 2008, you are required to earn 80 hours of continuing learning points (CLPs) every two years in order to maintain the FAC-P/PM. One CEU (Continuing Education Unit) equals 10 CLPs, and 1 PDU equals 1 CLP.

Additional guidance and the current competencies for program and project managers will be maintained by FAI at the FAI Web site, www.fai.gov.

The table on the next page shows the courses DOI University is offering in support of FAC-P/PM for FY 2011.

For updated information about the FAC-P/PM certificate program, please visit our website: www.doi.gov/training.

FAI Course Topics	Entry Level	Mid-Level/ Journeyman	Senior/ Expert Level
Acquisition		Not required by FAI	Advanced Source Selection <i>See page 38</i>
Project Management	Managing Projects <i>See page 74</i> Risk Management <i>See page 76</i>		Program Management <i>See page 42</i> Requirements Management: A Key to Project Success <i>See page 43</i>
Leadership/ Interpersonal Skills	Project Leadership, Management, & Communications <i>See page 75</i>	Leading Project Managers <i>See page 41</i>	Establishing a Business Mindset <i>See page 40</i>
Government Specific			CPIC & The Exhibit 300 <i>See page 39</i>
Earned Value Management	Scheduling & Cost Control <i>See page 77</i>		Unlocking the Power of EVM <i>See page 44</i>

Certificate Programs

Federal Financial Management Certificate Program

Program Description:

Achieve the highest level of financial management performance through this recognized, comprehensive process for professional development. Designed to enhance and accelerate career growth for accountants, budget analysts, and financial managers. Please refer to our website for additional information and program updates: www.doi.gov/training.

The table below shows the courses DOI University is offering in support of the Federal Financial Management Certificate Program.

Course Offering FY 2011
Briefing and Presentation Skills for Financial Specialists See page 56
Budgeting and Accounting: Making the Connection See page 57
Federal Accounting & the US Standard General Ledger See page 58
The US Standard General Ledger: Practical Applications See page 60

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Certificate Programs

Foundations in Leadership Certificate Program

Program Description:

This is a competency-based program designed to provide introductory leadership skills to administrative and support staff. Candidates selected for this program will have a unique opportunity to explore and expand their leadership potential and technical competence in a formal 80-hour classroom training program. The program emphasizes leadership skills such as critical thinking, problem solving, influencing, negotiating, and conflict resolution, as well as oral and written communications, interpersonal skills, and the federal budget process.

FIL Program Modules:

- Leadership Part 1—Foundations of Leadership
- Leadership Styles, Personal Leadership, Power & Influence, Analytical Thinking and Decision Making
- Writing for Results
- Leadership Part 2—Applied Leadership Skills
- Individual Effectiveness, Interpersonal Communications, Critical Thinking, Problem Solving, Negotiating and Conflict Resolution
- Federal Budget Process Overview
- Putting It All Together

Target Audience: This program is open to full-time permanent federal employees and is geared toward high-performing administrative and support staff.

Competencies Addressed: Budget, Individual Effectiveness, Problem Solving, Communication, Analytical Skills, Leadership

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership Part 1—Foundations of Leadership

Participants will have many opportunities to reinforce their learning through the use of role-playing, self-assessments, case studies and a variety of small- and large-group activities. During the first two days of leadership training, participants will:

- Explore the foundations of leadership
- Define leadership and explore the characteristics of effective leadership
- Identify various leadership styles and when to use each
- Explore personal leadership and assess individual leadership skills
- Explore power and influence from a personal perspective
- Practice analytical thinking and the decision-making process

Writing for Results

In our jobs, we write for many reasons; conveying information and requesting action are two of the most important. Effective writers produce clear, concise, and correct messages that get results, contribute to the mission of the organization, and increase the writers' value to that organization. In this course, participants will learn to:

- Write clearly, concisely, and correctly, in “plain language”
- Follow an orderly series of steps to produce effective writing
- Plan and organize points clearly and logically, using effective transitions
- Explore the importance of tone and discretion to avoid offending their readers
- Use fundamental research methods to support their subject
- Develop clear, concise, audience-appropriate messages
- Use e-mail effectively within the office environment

Leadership Part 2—Applied Leadership

Participants will have many opportunities to reinforce their learning through the use of role-playing, self-assessments, case studies and a variety of small- and large-group activities. The second portion of leadership training builds upon Leadership Part 1 by exploring leadership from a more personal viewpoint and providing opportunities for practical application. During this course, participants will:

- Identify their personal leadership styles
- Explore and increase personal effectiveness
- Identify techniques for effective interpersonal communications
- Practice critical-thinking and problem-solving techniques in the decision-making process
- Identify and use effective conflict-resolution techniques

Federal Budget Process Overview

Congress has constitutional power of the purse. It has a significant impact on the budget authority an agency will receive. Understanding the life cycle of an appropriation and what's involved in each phase is extremely important for those responsible for using budgetary resources, or for supporting professionals with that responsibility. This course will introduce participants to the four phases of the federal budget process, laws, and regulations. It will also explain how important their role is during each phase. During this two-day course, participants will:

- Understand budget authority and the background of the budget process
- Recognize the importance of the Anti-Deficiency Act
- Outline the life cycle of an appropriation
- Review the Department of the Interior's appropriation
- Define budget-related terminology such as "full-time equivalents"
- Learn and apply formulas and other estimating techniques used in budgeting
- Understand the major issues in budget execution

Putting It All Together

This portion of the program gives participants the opportunity to review and clarify the value of the learning modules presented throughout the two-week program. Participants identify ways to apply the lessons learned into specific areas of their work and to create an individualized action plan to help them achieve this goal.

Certificate Programs

Project Management Associate's & Master's Certificate Programs

The Department of Interior is committed to developing qualified project managers at every career stage with the professional knowledge, skills, tools and experience to guide DOI projects effectively and efficiently.

In support of this commitment and our strategic goal of developing, training and certifying project managers for all major and non-major investments, DOI is pleased to offer two project management certification programs, the **Associate's Certificate in Project Management** and the **Master's Certificate in Project Management**.

Program Features and Benefits

- Learn the methodology and best practices for project planning, scope, managing risk, scheduling, cost control, leadership, negotiations, and more
- Improve your job performance through tools, templates, and guidelines for flawless project implementation and management
- Support your organization's goals by becoming a knowledgeable and effective team member
- Prepare for the Certified Associate Project Manager (CAPM) and the Project Management Professional (PMP) credentials from PMI®

Target Audience: Project leaders, project-team members, new project managers, and anyone working with project managers or seeking professional development

Classroom Training

Every course is taught by a highly experienced instructor who not only teaches project management best practices, but is also a practitioner. The highly interactive classroom courses combine the following methods to ensure understanding and practical knowledge:

- Instructor lecture
- Role plays
- Facilitated classroom discussion
- Exercises
- Integrated case studies

Project Management Learning Paths

Course descriptions, objectives, schedules, and registration information can be found on the course pages listed in the program track on the next page.

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Associate's Certificate in Project Management

To earn your associate's certificate, you must successfully complete three courses within two years. You may take the courses in any order, but we highly recommend you follow the path depicted, as the courses build upon each other. The associate's-certificate path serves as the first step to earning your master's certificate.

Master's Certificate in Project Management

To earn your Master's Certificate, you must successfully complete seven courses within four years. You may take the courses in any order, but we highly recommend you follow the path depicted, as the courses build upon each other.

FAC-P/PM Training Program

Many of the courses listed here apply toward the FAC-P/PM training requirements. Please see page 10 for an overview of the program, recommended courses, schedules, and contact information.

Non-Certificate Needs

If you are not looking to earn a certificate, you can choose to take any of these courses that are relevant to you.

Associate's Certificate in Project Management

Managing Projects
see page 74

Project Leadership, Management,
& Communications
see page 75

Risk Management
see page 76

Master's Certificate in Project Management

Scheduling & Cost Control
see page 77

Contract Management
Principles & Practices
see page 78

Quality for Project Managers
see page 79

Project Management Applications
see page 80

Acquisition Management Courses

Basic Simplified Acquisition Procedures

Course Description:

This course provides the participant information about Simplified Acquisition Procedures and required sources, including thresholds that currently apply to purchasing under the revised Part 8 and Part 13 of the FAR. It is suitable for new and experienced purchasing and contracting personnel.

Learning Objectives:

- Know the federal-acquisition process
- Identify the standards of conduct for procurement officers
- Know how to acquire supplies from established sources on the open market
- Describe the use of Requirement Documents/Credit Cards/Blanket Purchase Agreements

Target Audience: Employees making small purchases of goods and services available from Federal Supply schedules or from the open market that fall within the simplified acquisition threshold

Competencies Addressed: In conformance with FAC-COTR requirements



CLPs: 40

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Acquisition Management Courses

CON 120: Mission-Focused Contracting (DAU Equivalent)

Course Description:

This course is a comprehensive, hands-on study of the entire acquisition process. Through the use of an integrated case study, this class takes the participant from the initial meeting with a customer to contract completion and closeout. This course builds on the knowledge and skills acquired in CON 110, 111, and 112 by giving participants an opportunity to apply what they've learned. Topics covered: mission strategy planning, leadership skills, preparation of solicitations, solicitation/evaluation/award, performance assessment and quality assurance, contract closeout.

Learning Objectives:

- Provide customers sound information and advice
- Cooperatively develop complete purchase-request packages
- Lead an acquisition team
- Prepare a synopsis and a solicitation
- Evaluate offers and award contracts
- Evaluate price reasonableness and conduct price negotiations
- Monitor contractor performance and apply appropriate remedies
- Modify contracts, exercise options, and complete contract-closeout process

Target Audience: Federal employees new to the contracting workforce, or non-contracting employees who play a role in the acquisition process

Prerequisites: Completion of CON 110 (Mission Support Planning), CON 111 (Mission Strategy Execution), and CON 112 (Mission Performance Assessment)

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements



CLPs: 80

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Acquisition Management Courses

CON 215: Intermediate Contracting for Mission Support (DAU Equivalent)

Course Description:

This capstone course presents a case study in which students demonstrate their ability to develop and execute business strategies to meet customer requirements. During this course students will work on developing critical thinking skills, analyzing customer needs, developing procurement strategies, and enhancing source selection skills required for successful contract performance.

Learning Objectives:

- Learn to develop a variety of options and alternative strategies to meet mission needs and promote customer satisfaction
- Learn how to apply appropriate law, regulations and policies to a complex procurement
- Learn how to apply formal source selection procedures
- Learn how to conduct a competitive discussion and execute the appropriate contract arrangement to support customer needs

Target Audience: GS-1102 Contract Specialists who have completed Level I contracting training and CON 214

Competencies Addressed: In conformance with FAC-C Contract Specialist requirements



CLPs: 80

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Acquisition Management Courses**CON 244: Construction Contracting (DAU Equivalent)****Course Description:**

This course is based on Part 36 of the FAR and related clauses, and provides the participant with a complete and extensive look at Construction Contracting. This coverage includes planning for the project, specification and solicitation preparation, contract award and administration, and contract completion.

Learning Objectives:

- Conduct appropriate, successful, effective construction-acquisition planning
- Properly solicit and award a construction contract
- Diagnose, troubleshoot, and determine better contract administration
- Select the best construction-business decision, given the contract situation, using critical analysis/thinking

Target Audience: Contracting personnel involved in the formation and administration of construction contracts

Prerequisites: Level I contract training (CON 100 series)

Competencies Addressed: In conformance with FAC-C requirements



CLPs: 40

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Acquisition Management Courses

Contracting Officer's Representative Course (CORs, COTRs): Basic Certification

Course Description:

This comprehensive course is designed to make non-contracting personnel familiar with the federal acquisition process, as well as provide them the knowledge and skills to carry out their responsibilities as representatives of contracting officers. The course presents an overview of the acquisition process, and focuses on the COR and COTR delegation and responsibilities, in addition to ethics in government contracting.

Learning Objectives:

- Know COR delegation and responsibilities
- Initiate the requirement for and solicitation of offers
- Develop technical-evaluation and source-selection skills
- Monitor contractor performance, and deal with unsatisfactory performance

Target Audience: Non-contracting personnel who represent contracting officers, including Contracting Officer's Representatives (CORs), Contracting Officer's Technical Representatives (COTRs), Technical Officers (TOs) and Project Officers (POs)

Competencies Addressed: In conformance with FAC-COTR requirements



CLPs: 40

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Acquisition Management Courses

COR-COTR Refresher Course

Course Description:

This course provides a recap of COTR duties and responsibilities followed by an examination of recent changes to regulation and policy as well as studies, reports, and efforts affecting the role of a COTR. The remainder of the course is driven by exercises applying what was learned in COTR Certification and experiences gained in contract administration. The emphasis is on application of classroom and on-the-job experiences, and preventing difficulties by learning best practices for enhanced contract preparation and formation, followed by improved communication and documentation.

Learning Objectives:

- Review recent legislative and regulatory changes, and changes in the labor statutes
- Refresh competencies, skills and knowledge appropriate for contract administration personnel
- Explain Performance-Based Statements of Work and Performance-Based Statements of Objectives
- Explain project management principles and how they can apply to the administration of work accomplished by the contractor
- Review of Earned-Value Management principles

Target Audience: Contracting officer's representatives, contracting officer's technical representatives, technical officers and project officers

Competencies Addressed: In conformance with FAC-COTR requirements



CLPs: 40

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Acquisition Management Courses

Greening the Procurement Cycle: The Benefits & Requirements of Greening for Government Procurement Officers

Course Description:

The training addresses each component of the federal green-purchasing program, including compliance with legal requirements and Federal Acquisition Regulation provisions. Students will learn different strategies on how to incorporate green principles into the procurement cycle, including acquisition, contract language, and existing product resources and standards (i.e., LEED). Green accounting principles, as well as available tools will be discussed. The course will cover implementation of a green procurement program, including success stories and challenges, goals, and metrics.

Learning Objectives:

- Understand the benefits to buying green, and the varying green products and standards which are currently available
- Understand legal requirements
- Understand life-cycle analysis
- Understand green accounting principles
- Learn how to incorporate green-purchasing clauses into contracts
- Understand responsibilities and best-management-practice techniques associated with green purchasing

Target Audience: All federal contracting officers

Competencies Addressed: Environmental Compliance, Contracting Management

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses**Database Design****Course Description:**

This course reviews a common system-development life cycle and introduces logical steps that must be accomplished during each phase of the life cycle to ensure a successful design.

Learning Objectives:

- Know type of questions need to be asked during the planning phase
- Develop a list of appropriate system requirements
- Create and define a data field list
- Define the common relationship types and discuss how to use them to relate normalized tables

Target Audience: Anyone who needs to design a database with ANY software program

Prerequisite: Knowledge of the Windows environment

Note: If attending in Anchorage, please bring your own laptop; mouse is recommended.

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses

How to Use Microsoft Access

Course Description:

This class is designed for students who must retrieve and manipulate data from an existing Microsoft Access database. During class, students will review basic skills to view data, and then will learn how to enter and retrieve data using select queries, forms and reports. This class is especially recommended for individuals who have tried to learn Microsoft Access using a book, or by trial and error, and need to use an existing database.

Learning Objectives:

- Understand the basic components of MS Access 2007 and why they're important
- Understand basic table structure and the importance of relationships
- Add a field to a table
- Sort and filter data in the data sheet view
- Create select queries
- Create forms
- Create and print reports
- Copy data from MS Access 2007 into MS Word and MS Excel

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

Note: If attending in Anchorage, please bring your own laptop loaded with Microsoft Access 2007 and the Northwind database (included with Access software); mouse is recommended.

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses**Introduction to Microsoft Access 2007****Course Description:**

This course introduces the basic skills necessary to present data in Access. It includes tasks such as creating relationships, using simple queries, modifying query results, and analyzing tables. Students will learn how to find, filter, and print data. You will learn how to create basic forms, reports, and use the online Help.

Learning Objectives:

- Discuss the concepts and terms related to a relational database management system
- Open a database or create a new database
- Design, create and save tables in a database to provide management information
- Modify the design layout of tables and queries in a database

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses

Intermediate Microsoft Access 2007

Course Description:

This course builds upon the basic concepts of Access. It includes tasks to modify tables, set field properties, use operators in queries, design advanced queries, and create action queries. You will learn how to use advanced query wizards and advanced database features.

Learning Objectives:

- Define relationships and join tables in queries
- Use advanced report features
- Create a report in Design View and learn to save, open and close a report
- Use advanced features of tables and queries
- Create and customize forms to control data entry

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Access

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses**Advanced Microsoft Access 2007****Course Description:**

This course introduces more in-depth advanced features of tables and queries in Access. Tasks include using charts, subforms/subreports, ActiveX controls, macros, and switchboards. You will learn how to work with indexes, replicate databases, create custom tool bars, and use Access and the Internet.

Learning Objectives:

- Use ActiveX Controls and other forms techniques
- Design and create macros
- Export data to Excel and Word
- Use expressions in calculation controls, improve accuracy in forms, and work with subforms

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Access for Windows, Intermediate Microsoft Access for Windows

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses

Introduction to Microsoft Excel 2007

Course Description:

This course introduces the basic skills necessary for productive development of workbooks to prepare worksheets for publication. It includes tasks to explore Excel, work with the Office Assistant, use basic workbook skills, and format text. You will learn how to create simple formulas, work with columns and rows, format cells, and use automatic formatting and styles.

Learning Objectives:

- Create, save, and retrieve an Excel worksheet
- Create simple formulas and use functions; use AutoSum, AutoCorrect and AutoCalculate
- Format text, numbers, cells and worksheets; use AutoFormat to change data appearance
- Distinguish between the use of Relative and Absolute Cell Referencing

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses**Intermediate Microsoft Excel 2007****Course Description:**

This course covers the features used to manage data, worksheets, and workbooks. It includes tasks such as using large worksheets, multiple worksheets, and managing data and files. You will learn how to use range names, other functions, and filter data in a list. Participants will learn how to use HTML files and work with comments.

Learning Objectives:

- Use sort-list function, and find and replace data
- Create and format charts
- Edit multiple worksheets simultaneously
- Use AutoShapes and diagrams
- Link worksheet data
- Apply additional worksheet functions for calculations and analysis

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Excel

Note: If attending in Anchorage, please bring your own laptop loaded with Microsoft Excel 2007; mouse is recommended.

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses

Advanced Microsoft Excel 2007

Course Description:

This course is designed to help students learn the more-advanced features available in Excel for Windows. Students will become familiar with advanced formula construction techniques, more-effective methods for creating formulas, and methods for organizing their worksheets using outlining and other techniques. You will learn methods to eliminate repetitive formatting, and worksheet construction using styles and templates.

Learning Objectives:

- Use advanced functions
- Create and modify pivot tables
- Analyze data using features available through the Excel for Windows Analysis ToolPak
- Create and modify simple worksheet macros

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Excel, Intermediate Microsoft Excel

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses**Introduction to Microsoft PowerPoint 2007****Course Description:**

This course explores the graphical presentation package used in the Windows environment. You will learn how to create a presentation and work with the Office Assistant using basic presentation skills.

Learning Objectives:

- Create and edit multiple presentation slides
- Use all options associated with title and bulleted slides, including text attributes
- Work with drawing objects, images, and clip art
- Use design templates
- Work with different PowerPoint views, including Slide Sorter and Slide Show

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses

Introduction to Microsoft Project 2007

Course Description:

This course is designed to provide the skills necessary for using the fundamental features of Microsoft Project. You will learn how to schedule and organize tasks, adjust resources, assign costs, and work with the critical path.

Learning Objectives:

- Start and manage a project
- Assign task durations, and set task constraints and resources
- Set a baseline, and track progress against the baseline
- View the project on screen, and print project reports

Target Audience: Employees wishing to use Microsoft Project as a tool to streamline the projects they manage

Prerequisite: Knowledge of the Windows environment

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses**Introduction to Microsoft Word 2007****Course Description:**

This course is an overview of the capabilities of Word as a word-processing program. Designed for those with little or no previous experience in Word, the class will include exercises designed to familiarize you with its different features. You will learn how to use the basic commands, and will improve your understanding of how a word-processing program can help you in your environment.

Learning Objectives:

- Create, edit, and save a document
- Perform operations with the mouse, as well as the keyboard
- Create and edit headers, footers, and page numbers
- Work with multiple documents in memory at the same time

Target Audience: All federal employees

Prerequisite: Knowledge of the Windows environment

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses

Intermediate Microsoft Word 2007

Course Description:

Intermediate Microsoft Word covers many of the features that can make performance of everyday tasks quicker and easier. You will learn how to insert dates and symbols, edit tables, apply borders and shading, and apply formatting to multiple page documents.

Learning Objectives:

- Format documents with newspaper-style columns
- Insert graphics, and use charts and diagrams
- Prepare documents by merging one file with a separate data file
- Apply section breaks and formatting to long documents
- Create and modify tables

Target Audience: All federal employees

Prerequisites: Knowledge of the Windows environment, Introduction to Microsoft Word

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Advancing Technology: Computer Courses**Working Effectively With Microsoft Word 2007****Course Description:**

This class is designed for students who often use Microsoft Word, but know they are “doing things the hard way.” During class, students first review basic theory and those practical skills necessary to effectively use Microsoft Word. Then, students use some of Word’s tools, such as editing and reviewing tools, tables, headers and footers. In addition, the class incorporates plenty of time for students’ questions about their particular MS Word issues. The class is especially recommended for people who have learned Microsoft Word by trial and error, migrated from another word processor, or upgraded through several versions of Microsoft Word.

Learning Objectives:

- Know how MS Word “thinks”
- Identify differences between character formatting, paragraph formatting and section formatting
- Work more efficiently using zoom, find/replace, keyboard shortcuts, spell check, autocorrect, etc.
- Learn the most-effective methods of multitasking in MS Word
- Use tables to quickly format portions of documents, like signature lines or simple forms
- Using headers/footers and multiple headers/footers in the same document

Target Audience: All federal employees

Prerequisites: Working knowledge of Microsoft Windows and Microsoft Word

Note: If attending in Anchorage, please bring your own laptop loaded with Microsoft Word 2007; mouse recommended.

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FAC-P/PM Courses**Advanced Source Selection****Course Description:**

In-depth knowledge is the key to success in the government's best-value source selection process. With in-depth knowledge, the acquisition team can plan and execute streamlined, innovative source selections that result in timely selection of high-quality contractors, and suppliers can design customer-focused, fully compliant proposals that clearly articulate their technical and cost solutions.

This course provides the in-depth knowledge and practical skills needed to develop world-class requests for proposals (RFPs), execute highly efficient source selection evaluations and build winning proposals. Those already familiar with the basics of source selection will progress to a deeper level of understanding and skills mastery. The course is built around an integrated set of practical exercises, relevant GAO case studies, agency best practices and the latest in government source-selection directions and trends. You will gain an increased understanding of and experience with the critical challenges, common pitfalls and numerous opportunities for innovation that are now available in the government's best-value process.

Learning Objectives:

- Apply in-depth, practical knowledge of the best-value source-selection process
- Apply your understanding and skills in buying or selling using best-value source selection
- Approach source selection based on "hands-on" experience through use of case studies, exercises and problem solving
- Effectively and appropriately interact with your acquisition colleagues

Target Audience: This course is designed for those who are already familiar with the basics of the government's best-value source selection process.

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Risk Management, Project Procurement Management



CEUs: 2.4

CLPs: 24

CPEs: 28

PDU: 24

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FAC-P/PM Courses**CPIC & The Exhibit 300****Course Description:**

What can you do to ensure your IT capital investments receive funding? The business case for these investments is summarized and submitted by your agency in the Exhibit 300 (E-300) for approval of funds. Unfortunately, many of the Exhibit 300s submitted by federal agencies are unsuccessful. How are the E-300s scored? Why is the information provided on the E-300 important to my project? These questions and others will be answered in CPIC and the Exhibit 300. You will review what questions you should ask when your project is in each phase of CPIC life cycle. And, you'll discuss the role of the OMB and how to use its support documents and tools, primarily the Circular A-II, Part 7, Exhibit 300 and the A-130.

Learning Objectives:

- Define capital planning and investment control and recognize when to apply CPIC to a capital asset
- Become familiar with the laws mandating CPIC and their link to your agency's plans
- Relate the CPIC, capital programming, investment funding and IT project life cycles to one another
- Identify and use OMB's supporting documents and tools
- Apply all processes in the pre-select, select, control and evaluate phases
- Manage all inputs and outputs of how to move between each phase of CPIC
- Recognize why the information needed on the Exhibit 300 is important and where to find it

Target Audience: Project team members and other federal employees who need to better understand the CPIC process, contribute data to the E-300, or actually prepare the E-300

Competencies Addressed: Maps to competencies listed for FAC-P/PM



CEUs: 2.1

CPEs: 25

PDUs: 21

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FAC-P/PM Courses

Establishing a Business Mindset

Course Description:

In today's business world, an individual's technical knowledge must be complemented by business acumen—or general knowledge of the “rules of engagement” in business. This course covers leveraging variables related to the business environment, business thinking, business interactions and business outcomes. Participants will practice analyzing business situations and applying new skills to common business issues, as well as become familiar with best practices in business etiquette, communications, and conflict management.

Learning Objectives:

- Learn how to identify business issues from each perspective in the Mindset Model (strategic, organizational, interpersonal and personal)
- Learn how to use force-field analysis to develop potential opportunities for responding to strategic influences
- Learn how to use critical thinking and high-impact communications to problem solve and achieve desirable business outcomes
- Learn how to use a SWOT analysis to evaluate your organizational vision, goals and objectives and the metrics that can be used to measure progress toward that goal

Target Audience: Managers, supervisors, team leaders, and technical professionals; those interested in FAC-P/PM certification

Competencies Addressed: Maps to competencies listed for FAC-P/PM



CEUs: 2.25

CPEs: 27

PDUs: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FAC-P/PM Courses**Leading Project Managers****Course Description:**

As organizational hierarchies give way to dynamic, cross-functional project teams, senior managers find themselves challenged with adopting a “new economy” approach to managing project managers. The leader of project managers must bring order and rationality to a chaotic environment, identify opportunities to influence the direction of projects, and lay the foundation for project managers to succeed. In addition, the leader of project managers must be skilled at managing project portfolios, allocating resources, reviewing projects and communicating appropriately. Above all, the leader of project managers must know the right questions to ask. In this facilitation-based course, you will learn soft and hard skills and approaches that lead to organizational success in the “management by projects” environment. You also will get expert perspectives and review best practices on issues critical to those who lead project managers. You’ll enjoy lively debate and stimulating conversation that reinforces what you know and what you’ve learned. This course provides you with a new way of thinking about the best way to lead people in an organization that uses a project management approach. It is a “must-have” for anyone responsible for leading and managing project managers.

Learning Objectives:

- Define the leader’s role in each phase of the project life cycle areas
- Outline reasons for project successes
- Use key performance indicators to monitor ongoing project progress
- Support project managers and project teams by coaching, mentoring and rewarding success
- Select the tools and techniques of project management that will help your teams be successful

Target Audience: Anyone responsible for leading and managing project managers

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Scope Management, Project Quality Management, Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Procurement Management



CEUs: 1.5

CPEs: 18

PDUs: 15

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FAC-P/PM Courses

Program Management

Course Description:

Program management doesn't simply entail managing interrelated projects—rather, it's about managing programs to maximize benefits realization while ensuring that programs (and their components) align with organizational strategy and overall strategic objectives. This course offers a hands-on approach to program management. The course contains an integrated case study and walks participants through the life cycle of a typical program, identifying critical success factors at each step in the process. In addition to the latest insights from the Standard for Program Management, 2nd Edition, this course is packed with practical application tools, techniques and best practices for managing programs. You'll learn to initiate a program, develop a solid business case, manage stakeholders at all levels, develop a detailed road map (including program and governance plans), and define key deliverables and outputs needed for realizing program benefits. You'll also manage change and program challenges, and close out the program effectively.

Learning Objectives:

- Increase your effectiveness and efficiency as a program manager in achieving the strategic value of a program
- Apply proven tools and techniques to program management
- Recognize benefits management as the primary responsibility of the program manager
- Use a standard vocabulary for program management
- Distinguish between projects, programs and portfolios; and project management, program management and portfolio management
- Describe the program life cycle and recognize the value of following this approach
- Understand the critical success factors of program management: maintaining alignment with strategy, managing benefits and stakeholders and executing program governance

Target Audience: This course is designed for new or experienced program managers or those interested in FAC-P/PM certification.

Competencies Addressed: Maps to competencies listed for FAC-P/PM

Standard for Program Management Knowledge Areas: Program Integration, Scope, Time, Cost, Quality, Communications, Human Resource, Risk, Procurement, Financial, and Stakeholder Management; Program Governance



CEUs: 2.2

CPEs: 27

PDUs: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FAC-P/PM Courses**Requirements Management: A Key to Project Success****Course Description:**

This course takes the project manager beyond the basics of all aspects of the requirements management process, from concept through closeout. Participants will learn a recommended requirements management process, including proper selection of tools and techniques for specific types of projects. You'll explore evaluation techniques to verify requirements early in the project life cycle so as to prevent costly rework downstream. Even with a solid process for managing requirements, fallout may still result from the battle between important project stakeholders. Participants will practice methods of effective relationship management and negotiation to ensure agreement on functional requirements.

An action-packed, integrated case study will provide experienced project managers, who already have experience with the basics of requirements management, the opportunity to practice new skills in a supportive learning environment. Participants responsible for all types of projects, from construction to new product development to information technology, will take home tools and techniques to put to immediate use.

Learning Objectives:

- Apply a requirements management process to a project life cycle
- Use proper evaluation techniques to verify and gain agreement upon requirements and that meet specific business and technical objectives
- Identify formal and informal techniques to manage stakeholder relationships within the requirements management process
- Implement a change management process to control scope creep

Target Audience: Project managers with basic understanding of project management processes and of how to identify, analyze and write requirements

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Scope Management, Project Quality Management, Project Risk Management, Project Communications Management



CEUs: 2.2

CPEs: 27

PDUs: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Unlocking the Power of Earned Value Management (EVM)

Course Description:

You've been hearing the term Earned Value Management (EVM) for some time, and you've been introduced to the plethora of calculations involved. Management has been pushing you to explain what's really going on in your projects, and to tell them how you know that what you're telling them is true. What you need is a more objective way to evaluate and control your project and to provide accurate summary information. This course will take you beyond the calculations you've already learned. You'll use EVM to review key project documents and gain an understanding of their relationship to effective project evaluation and control. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate, timely and useful information to measure project performance with EVM. You will benefit from relevant discussions with your peers and an experienced instructor. Working through an integrated case study designed to simulate real-world issues, problems and decisions, you'll gain insight and experience in determining a realistic assessment of where your project actually stands. By practicing new skills and asking questions, you will assimilate a broad array of practical experience to apply when you return to the workplace.

Learning Objectives:

- Harness the power of EVM to control your project
- Indicate work progress in a more objective way within and across projects
- Properly relate cost, schedule and technical accomplishment
- Relate time-phased budgets to specific tasks and/or statements of work to create a useful and realistic baseline
- Supply managers with information at a practical level of summarization
- Prepare an action plan

Target Audience: This course is designed for those who have a good understanding of standard project management control tools such as network diagrams and responsibility matrices. In addition, a basic background in applying and managing cost and schedule metrics is desirable.

Competencies Addressed: Maps to competencies listed for FAC-P/PM

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Procurement Management, Project Communications Management



CEUs: 1.5

CPEs: 18

PDU: 15

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FPPS/Payroll Courses

The following courses are offered through NBC Denver, and are scheduled on a quarterly basis. For the most-recent course schedules, please go to the DOIU website at www.doi.gov/training. For registration information, please call the DOIU Denver Leadership and Performance Center at (303) 969-5630.

Quicktime Time & Attendance (T&A) Web-based Training

Quicktime is a web-based automated Time and Attendance (T&A) system that allows employee entry of time, as well as traditional timekeeper data entry. There are four modules of instructor-led training for the different roles within the Quicktime software.

Administrator Module • Six Hours

The Quicktime administrator module provides instruction on how to establish and maintain system configuration, maintain passwords, add employees, define employee relationships, set up offices, produce interface files with the Federal Personnel/Payroll System (FPPS), and run reports.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the role of an administrator

Target Audience: Employees, NBC customers and clients who have little or no experience using the Quicktime automated system

Timekeeper Module • Four Hours

The Quicktime timekeeper module provides instruction on how to establish employee profiles, validate employee time-and-attendance (T&A) online records, and maintain historical T&A records in a timely manner.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the responsibilities and duties of a timekeeper

Target Audience: Employees with T&A administrator responsibilities who have little or no experience using the Quicktime automated system

Certifier Module • Two hours

The Quicktime Certifier module provides instruction on how to certify the accuracy of employees' biweekly Time and Attendance (T&A) online records, approve or disapprove leave and extra-hours requests, and run reports.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the role of a certifier

Target Audience: Employees with certifier responsibilities who have little or no experience using the Quicktime automated system

Employee Module • Two hours

The Quicktime employee module provides instruction on how to input and verify a biweekly Time and Attendance (T&A) record online, and how to enter leave and extra-hours requests.

Learning Objective:

- Gain specific knowledge and experience using the Quicktime automated system covering the role of an employee

Target Audience: Employees who have little or no experience using the Quicktime automated system

FPPS/Payroll Courses

Federal Personnel/Payroll System (FPPS) Training

Web FPPS Requesting Office (RO) (using a web browser) • Four Hours

Class exercises demonstrate ways to initiate, change, and track an SF-52 generated by the RO using a web browser.

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in an RO who have little or no experience using the FPPS to process actions

FPPS Requesting Office (RO) (using 3270 screen emulation) • Four Hours

Class exercises use 3270 screen emulation to give practice in ways of initiating, changing, and tracking an SF-52 generated by the RO.

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in an RO who have little or no experience using the FPPS to process actions

Web FPPS Servicing Personnel Office (SPO) (using a web browser) • Two Days

Class exercises demonstrate ways to process the most-common types of SF-52s and to maintain employee and position information using a web browser. *Note: This class does not cover the Requesting Office (RO) processes – see Web FPPS Requesting Office (RO).*

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action from the Requesting Office (RO) to a completed SF-50 Notification of Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in a SPO who have little or no experience using the FPPS to process actions

FPPS Servicing Personnel Office (SPO) (using 3270 screen emulation) • Two Days

Class exercises cover the commands used to process the most-common types of SF-52s and how to maintain employee and position information using 3270 screen emulation. ***Note:** This class does not cover the Requesting Office (RO) processes—see FPPS Requesting Office (RO).*

Learning Objective:

- Gain specific knowledge and experience processing an SF-52 Request for Personnel Action from the Requesting Office (RO) to a completed SF-50 Notification of Personnel Action through the online, integrated, real-time Federal Personnel/Payroll System (FPPS)

Target Audience: Employees working in a SPO who have little or no experience using the FPPS to process actions

Web FPPS Time and Attendance (T&A) (using a web browser) • One day

Students process actions in the Federal Personnel/Payroll (FPPS) Time and Attendance (T&A) Input System using a web browser. Class exercises cover ways to initiate, change, reassign, certify, release, and track a T&A. ***Note:** This class does not cover pay-update processes.*

Learning Objective:

- Gain specific knowledge and experience processing employee time-and-attendance (T&A) records through the online, integrated, real-time FPPS

Target Audience: Timekeepers responsible for processing time-and-attendance (T&A) records who have little or no experience using the FPPS T&A Input System

FPPS Time and Attendance (T&A) (using 3270 screen emulation) • One day

Students process actions in the Federal Personnel/Payroll (FPPS) Time and Attendance (T&A) Input System using 3270 screen emulation. Class exercises cover how to initiate, change, reassign, certify, release, and track a T&A. ***Note:** This class does not cover pay-update processes.*

Learning Objective:

- Gain specific knowledge and experience processing employee time-and-attendance (T&A) records through the online, integrated, real-time FPPS

Target Audience: Timekeepers responsible for processing T&A records who have little or no experience using the FPPS T&A Input System

Web FPPS Security (using a web browser) • Two Days

This class covers all aspects of the Federal Personnel/Payroll System (FPPS) Security Administrator and Security Point-of-Contact (SPOC) functionality. Using a web browser, students will learn to set up offices, users, and route paths in the FPPS.

Learning Objective:

- Gain specific knowledge and experience establishing and maintaining offices, user-related authorities, and SF-52 route paths through the online, integrated, real-time FPPS

Target Audience: Employees who are designated as their agency security administrators and/or their agency security points-of-contact who have little or no experience using the FPPS to establish or to maintain offices, users, and route paths

FPPS Security (using 3270 screen emulation) • Two Days

This class covers all aspects of the Federal Personnel/Payroll System (FPPS) Security Administrator and Security Point-of-Contact (SPOC) functionality. Using 3270 screen emulation, students will learn to set up offices, users, and route paths in the FPPS.

Learning Objective:

- Gain specific knowledge and experience establishing and maintaining offices, user-related authorities, and SF-52 route paths through the online, integrated, real-time FPPS

Target Audience: Employees who are designated as their agency security administrators and/or their agency security points-of-contact who have little or no experience using the FPPS to establish or to maintain offices, users, and route paths

FPPS Security Planning Workshop • Two Days

This planning workshop is designed to provide Federal Personnel/Payroll System (FPPS) clients with information covering all aspects of the FPPS Security Administrator and Security Point-of-Contact (SPOC) responsibilities prior to implementation onto the FPPS. Students will participate in discussions, and work through exercises to establish new-user IDs; to reset passwords; and to identify office types, office printers, user types, data-access definitions, FPPS command selections, servicing personnel office screen selections, signature authorities, and route-path requirements for their agency as well as the options that exist for processing personnel actions. Discussion of timekeepers' security roles and responsibilities will also be covered if applicable to the agency.

Learning Objective:

- Gain specific knowledge and experience establishing and maintaining offices, user-related authorities, and SF-52 route paths through the online, integrated, real-time FPPS

Target Audience: Employees designated as security administrators and/or security points-of-contact with little or no experience using the FPPS. This workshop should be attended prior to implementation onto the FPPS and before taking the Web FPPS Security training

Basic Datamart • Two Days

This two-day class is designed to teach end-users how to build queries and reports using the Federal Personnel/Payroll (FPPS) Datamart Hyperion product. Participants access report documents from the web. Students learn how to build queries using pre-built data models, how to create reports, and how to analyze data. Topics covered will be reinforced by frequent exercises.

Prerequisites: Knowledge of FPPS data, Windows experience, and some query experience

Learning Objective:

- Gain specific knowledge and experience on how to extract data from FPPS Datamart by creating and modifying various queries using ad-hoc data models, and how to manipulate, modify, and format the data

Target Audience: DOI employees, NBC customers and clients required to query and to create reports with FPPS data

Advanced Datamart • Two Days

This class is designed for users with prior experience using the Federal Personnel/Payroll System (FPPS) Datamart Hyperion product. Course content will expose the student to the advanced features and functions of this web-based application. Students will use a web browser in a hands-on environment to access the FPPS Datamart. Structured practical exercises will allow students to reinforce the information and concepts presented. Students will create queries, tables, pivots, charts, and reports. Query data will then be manipulated, modified, and formatted, using all five adaptive report levels for analysis of the information.

Prerequisite: Basic Datamart

Learning Objectives:

- Gain specific knowledge and experience using the advanced features and techniques of the Hyperion application
- Use tables, pivots, and various charts to build a comprehensive report incorporating elements of all of the adaptive levels within Hyperion
- Use adaptive levels within Hyperion to analyze data

Target Audience: DOI employees; NBC customers and clients required to query, to create reports, and to analyze FPPS data

Basic Datamart—EEO/MD715 • One Day

This course is designed to instruct end-users how to build EEO-specific queries and generate MD715 reports on EEO specific data. Participants access the FPPS Datamart EEO query documents and MD715 application from the web. Students learn how to build EEO-specific queries using pre-built data models, create EEO-specific reports, and analyze EEO data. Hands-on exercises reinforce the topics learned.

Prerequisite: Must have EEO access/authority

Learning Objective:

- Gain specific knowledge and experience extracting EEO data from FPPS Datamart and the MD715 application by creating and modifying EEO-specific ad-hoc queries and reports

Target Audience: NBC customers and clients with access to EEO data required to query and create reports with FPPS EEO data

FPPS/Payroll Courses

FPPS Timekeeper Training • One Day

Course Description:

This course provides an overview of the FPPS (Federal Personnel/Payroll System) pay codes, as well as FPPS Time and Attendance (T&A) functionality and navigation. Students will be given the opportunity to initiate and correct T&As, and to establish and maintain Master T&A records using either the FPPS 3270 screen emulation or the Web FPPS process. Students will be able to access reference materials using a web browser.

Learning Objectives:

- Understand and apply FPPS pay codes
- Navigate the FPPS T&A system
- Use reference materials to assist with T&A processing

Target Audience: Either newly designated timekeepers who have no prior knowledge of timekeeping, or timekeepers who are unfamiliar with input requirements of the FPPS T&A System— **Note:** Not for users of Quicktime or other timekeeping systems

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FPPS Payroll Update Training • One Day

Course Description:

This course provides an overview of the FPPS (Federal Personnel/Payroll System) commands used to initiate and maintain payroll transactions comprising the employee's payroll master record. FPPS menu options include Employee/Position Maintenance, Special Pay Maintenance, and Charity Mass Input/Change. Interpretation of the Pay Detail View (PDVW) is also provided.

Learning Objectives:

- Input changes to an employee's address, tax, entitlement, and voluntary-deduction records
- Gain familiarity in initiating and maintaining Entitlement and Combined Federal Campaign records

Target Audience: Employees responsible for, but unfamiliar with, FPPS functionality, navigation, and commands used for Payroll Master Record input and changes

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

FPPS Leave Share Training • One-half day

Course Description:

This course provides an overview of the FPPS (Federal Personnel/Payroll System) commands used to initiate and maintain payroll transactions for the Leave Share Program.

Learning Objectives:

- Initiate and maintain Leave Share Recipient and Leave Share Donor records in FPPS
- Interpret leave-share information on employee leave views in FPPS and on the Leave and Earnings Statement (LES)

Target Audience: Employees responsible for, but unfamiliar with, FPPS functionality, navigation, and commands used for Leave Share input and changes

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses

Accounting Comes Alive: Breakthrough Financial Literacy for Non-Accountants

Course Description:

This class uses a breakthrough learning method that sharpens accounting and financial literacy – fast. The approach is so effective and simple that it is used at the world's top banks, investment houses, government agencies, businesses, and universities; it treats accounting as a language not a technical, experts-only topic. Whereas traditional courses rely on a teacher who does a lot of talking, uses jargon, and makes you take notes and memorize definitions and equations, this program keeps participants fully engaged, using common sense, life experience, and natural logic for easy comprehension of previously foreign concepts. You'll engage your senses to achieve real, unforgettable understanding. You will use unique diagrams, color, physical props and other devices. Suddenly it will all make complete sense.

Learning Objectives:

- Increase understanding of the accounting framework
- Learn how to analyze financial information to know how one bit of information impacts other areas
- Learn how to know how to communicate financial issues more clearly to your colleagues and customers
- Know the right questions to ask during budget meetings
- Know how to monitor operating results and manage budgets more effectively
- Understand the fundamentals of all financial reporting
- Understand fund accounting and fund reporting (balance sheets, revenues and expenditures)
- Learn how to read government-wide financial statements (net assets and activities)
- Learn how to make better decisions and increase management options

Target Audience: Employees working with budgets or needing to understand financial reports

Competencies Addressed: Financial Management, Technical Credibility, Problem Solving

Note: CEUs or CPEs will not be awarded for this course

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses

Appropriations Law Seminar

Course Description:

This course is designed for everyone who deals with “money” in the federal government, including budget analysts, accountants, auditors, contracting officers, program managers, and attorneys. Participants receive GAO’s Principles of Federal Appropriations Law (the Red Book) in two formats: Printed copies of Volumes 1-2 and CD-ROM of Volumes 1-5 including the Annual Update of the Third Edition, Index, and Table of Authorities. Course topics include sources of appropriations law; how an office gets “money” and what happens to those funds at the end of the year; flexibilities and limitations in the use of appropriations; what to do when more than one appropriation or fund is available; what constitutes a legal obligation; criteria for recording obligations, including contracts, salaries, and grants; finding conditions of relief from financial responsibility; and applying appropriations law principles to interagency transactions.

Learning Objectives:

- Determine the availability of appropriations as to purpose (including food, gifts, awards, taxes, and clothing), time, and amount
- Promote the legal obligation of funds
- Ensure that obligations are charged to the correct fund sources
- Avoid violations of the Anti-deficiency Act (ADA)
- Avoid critical audits and Congressional reports
- Avoid spending personal money to correct errors if you are a certifying officer

Target Audience: Accountants, auditors, budget analysts, certifying officials, contracting officers, financial managers, program analysts, program managers

Competencies Addressed: Accountability, Conflict Management, External Awareness, Financial Management, Problem Solving, Strategic Thinking



CPEs: 32

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses**Briefing and Presentation Skills for Financial Specialists****Course Description:**

Through practice presentation sessions, videotaping, small- and large-group discussions, practical exercises, and individual coaching and feedback sessions, participants learn how to prepare for and deliver briefings and presentations. The emphasis is on practical skills as participants follow a step-by-step process to plan for and deliver an individual presentation and a team briefing, view the results on videotape, and receive feedback from their peers and the facilitator.

Learning Objectives:

- Identify the differences and similarities between briefings and presentations
- Follow a basic plan to prepare a briefing and a presentation
- Identify specific measures and criteria to evaluate a presentation, whether their own or others
- Use specific criteria to select visual aids
- Employ best practices and avoid worst practices when using visual aids
- Identify and refine the purpose and intent of their briefing or presentation
- Brainstorm ideas and research content
- Apply the “Rule of Three” to organize content
- Select a relevant structure to organize their information
- Develop a script using effective transitions
- Create an opening that grabs attention and tells the audience what’s in it for them
- Develop a strong closing
- Identify their natural delivery style so that they can communicate clearly and effectively
- Apply better practices to their delivery
- Improve their presentation or briefing based on feedback received from their facilitator and peers

Target Audience: Managers, supervisors, and others interested in strengthening communication skills.

Competencies Addressed: Interpersonal Skills, Oral Communication, Continual Learning, Influencing/Negotiating

**CPEs:** 24**PDU:** 21

Note: This class will work as credit for the Federal Financial Management Certificate Program

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses**Budgeting and Accounting: Making the Connection****Course Description:**

This two-day basic course presents the introductory concepts of federal budgeting and accounting, and addressees the integration of the budgeting and accounting functions. It introduces the federal budget process, budgetary and proprietary accounting, and financial reporting. The course is designed to give budgeters an appreciation for the work involved to produce accurate accounting information, and accountants an understanding of how budgeters use accounting data.

Learning Objectives:

- Apply budget and accounting terminology appropriately
- Track budgetary and proprietary accounting transactions through the budget execution process
- Describe the use of the US Standard General Ledger (USSGL) account structure
- Relate budget obligations to agency assets, liabilities, and expenses
- Determine unfunded budget requirements from accounting reports
- Improve budget estimating with accounting information
- Make the connection between budgeting and accounting

Target Audience: Accountants, budget analysts, financial managers, auditors, program analysts

Competencies Addressed: Core competencies for accountants, budget analysts, and financial managers



CEUs: 16

Note: This class will work as credit for the Federal Financial Management Certificate Program

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses

Federal Accounting & the US Standard General Ledger

Course Description:

This course is designed for Federal financial staff involved in any aspect of federal accounting policies, procedures, and principles, or in the implementation of financial systems. Course topics include federal accounting concepts and principles, rule-setting bodies and other entities responsible for providing guidance, funding procedures and accounting methods for federal agencies, the US Standard General Ledger, the role and uses of budgetary accounting and proprietary accounting, procedures for updating accounting records for routine agency events, end-of-the period adjustments and account closing entries, the agency's principal financial statements.

Learning Objectives:

- Locate the appropriate sources of guidance relating to federal accounting
- Define the budgetary and proprietary accounting equations and their components
- Associate accounting transactions with the appropriate US Standard General Ledger (USSGL) accounts
- Record budgetary and proprietary transactions for all phases of the accounting and budget execution cycles
- Make appropriate adjusting and closing entries
- Relate account activity to the main components of the federal financial statements

Target Audience: Accountants, auditors, financial managers

Competencies Addressed: Accountability, Customer Service, External Awareness, Financial Management, Problem Solving, Strategic Thinking



CPEs: 16

CEUs: 16

Note: This class will work as credit for the Federal Financial Management Certificate Program

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses**Principles of Federal Appropriations Law****Course Description:**

Resources are reviewed and approved by the US Congress for distribution to the Federal agencies and components. The Constitution and federal law place specific controls on how and when these resources can be used. Everyone associated with the federal government needs to understand the restrictions and flexibilities that exist to ensure the mission is met without violating the law. This course introduces the basic federal budget process, the different types of authority, and basic controls and restrictions that limit the use of federal resources.

Learning Objectives:

- Understand how resources are requested and approved
- Understand and explain the different types of appropriations
- Discuss the general guidelines for controlling the use of federal resources
- Explain the limitations and latitudes on the use of federal resources

Target Audience: Accountants, budget personnel, managers, supervisors and management trainees

Competencies Addressed: Budget Concepts and Process, Budget Presentation and Justification, Federal Accounting, Basic Government Accounting/Operations, Budgeting and Accountability



CPEs: 16

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses**US Standard General Ledger: Practical Applications****Course Description:**

This intermediate course is designed to prepare learners to use the US Standard General Ledger (USSGL) in their daily activities, as well as to generate financial statements using the formats provided by OMB guidance. Participants enrolled in this course are federal financial management personnel and staff who are involved with any aspect of implementing or using the SGL to record events and/or prepare financial statements.

Learning Objectives:

- Apply the USSGL at the transaction level in all phases of the accounting and budget cycles
- Perform accounting transactions using the USSGL chart of accounts
- Analyze and record reimbursable financial events using USSGL
- Analyze financial events relating to prior year transactions and record upward and downward adjustments
- Apply tie-point formulas to verify accounts are in balance

Target Audience: Accountants, financial managers

Competencies Addressed: Federal Accounting Concepts and Standards.



CEUs: 16

Note: This class will work as credit for the Federal Financial Management Certificate Program

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Financial Management & Budgeting Courses**Understanding Budget Formulation & Execution****Course Description:**

This course is designed to take participants through the budget formulation and execution process, while providing effective tools and techniques for implementation.

Learning Objectives:

- Recognize federal budgeting, appropriations and their after-life, apportionments, allotments, expenditures, commitments and obligations, and formulas
- Prepare a budget
- Know the importance of analysis
- Construct a budget and prepare supporting documentation

Target Audience: Budget, program and administrative personnel, analysts, managers and supervisors, and other federal employees involved with budget preparation

Competencies Addressed: Budget Concepts and Processes, Planning, Budgeting and Accountability/Business Practices



CPEs: 32

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses

40-Hour Supervision: Level I—Basic Skills

Course Description:

This five-day course is designed to help supervisors, managers, and team leaders develop the supervisory skills outlined in OPM Bulletin 06-04(412). Course topics include a broad overview of the rules and regulations of supervision, including hiring, managing employee performance, employee development, assigning duties, maintaining discipline, and many more.

Learning Objectives:

- Identify rules and regulations affecting supervision
- Review merit-system principles
- Distinguish the supervisor's role in managing performance, rewarding employees, and disciplining and controlling absenteeism
- Identify responsibilities for staffing, promotion, classification and position management
- Discuss labor-management relations, EEO, diversity, and ethics

Target Audience: All managers, supervisors and team leaders

Competency Addressed: Human Capital Management

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses**40-Hour Supervision: Level II****Course Description:**

A federal supervisor/manager must be a leader who can direct and guide employees in accomplishing the missions of bureaus, offices and agencies. This course provides the knowledge and skills for supervisors and managers to effectively manage the workforce, and meets the Department of the Interior's mandated supervisory training requirements.

Learning Objectives:

- Learn how to manage conflict in a constructive manner
- Apply team processes and group dynamics techniques to improve teamwork
- Use effective tools for decision-making and problem solving
- Communicate with integrity and resolve ethical dilemmas objectively
- Learn appropriate methods of applying power, authority, and influence to build support and/or consensus for achieving organizational goals
- Develop methods and tools for developing leadership capacity in others

Target Audience: Managers, supervisors, and anyone who performs supervisory functions

Competencies Addressed: Human Capital Management

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses

Creating & Working in an Ethical Culture: Integrity & Trust Building

Course Description:

Workplace ethics are every employee's responsibility. This three-day, interactive workshop will help you learn skills for creating, sustaining, and nurturing a spirit of shared stewardship, sound ethical behavior, and creative approaches to routine issues and challenges.

You will improve your ability to recognize and use emotional-intelligence and strategic communication, as well as opportunities and methods for building and maintaining trust; learn about how your responsibility for yourself and to others influences good team dynamics; and examine the role of values, personal and professional goals, and decision-making strategies in helping you become an example to others.

Learning Objectives:

- Understand and recognize strategies for becoming an ethical culture builder
- Learn ways to create a sense of shared stewardship
- Develop mechanisms for establishing and conducting “challenge” sessions for the collaborative and collective management of values, cultural variants, and ethical behaviors
- Develop and implement a work-unit code of ethics reflecting DOI ethical tenets
- Practice a twelve-step process for identifying, addressing, and resolving ethical dilemmas
- Develop communication strategies for taking responsibility for self and expecting it of others
- Use eight-steps for creative decision-making, and problem identification and resolution
- Recognize how values, attitudes, and emotions can affect decision-making, creative approaches to work challenges, as well as the creation and maintenance of viable teamwork structures
- Complete an ethics inventory that identifies levels of workplace ethical conduct
- Recognize the relationship of emotional health to ethical behavior in the workplace

Target Audience: All federal employees

Competencies Addressed: Decisiveness, Accountability, Team Building/Motivating

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses

Cultural Competency: Building Bridges & Employee Engagement/Leadership Development Training

Course Description:

As the workplace becomes more diverse, how can we strive for 100% engagement and embrace cultural diversity in all our employees? Cultural competency means not just seeing the differences among us, but also understanding where those differences fit in the workplace, and creating opportunities to form new connections and enhance our programs. Sessions will emphasize several components of cultural competency: **Awareness**—through interactive exercises and educational materials, participants examine the concept of cultural competency and how common myths and stereotypes influence their views of other cultures. **Knowledge**—using a case-study approach, participants will look at the experience of people of color, women, and different generations in the workplace to understand how to systematically approach changing the workplace on a personal and organizational level. **Action**—through discussion and educational materials, participants will develop an assessment and action plan for the inclusion of the latest emerging group in the workplace—Lesbian, Gay, Bisexual, Transgender (LGBT) employees.

Learning Objectives:

- Discover cultural differences and recognize the needs of various sectors of the workplace
- Value the diversity of both co-workers and customers, and behave accordingly
- Identify ways to create and use culturally sensitive workplace materials and procedures
- State the significance of LGBT issues in the context of broader diversity issues
- Discuss the effects of homophobia, biphobia, transphobia, and heterosexism on workplace relationships, and see the workplace from the perspective of LGBT employees, clients, and customers
- Generate a personal or organizational action plan to expand cultural competency in the workplace
- Review best practices to address employees' needs through supervisor and employee work groups' relationships
- Identify the need for LGBT employee or diversity groups in the workplace

Target Audience: All federal employees

Competencies Addressed: Conflict Management, Leveraging Diversity, External Awareness, Flexibility, Interpersonal Skills, and Team Building.

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses

Delegation: Developing Others Through Shared Work

Course Description:

Effective delegation is one of the most-powerful tools for leading and directing the work of others. When used appropriately, delegation allows managers to strategically allocate workload while providing challenging developmental assignments for their staff. And yet, delegation is one of the most misunderstood and misused tools in the workplace today.

This workshop will show participants how to design delegation plans for their team. It covers some of the common myths and misconceptions about delegating work to others, and shows how good delegation is adapted to the needs and abilities of individual employees. Managers who effectively delegate not only distribute work more effectively, but also grow self-confidence and sense of achievement in their staffs.

Learning Objectives:

- Understand the importance of delegating, and the problems with poor delegation
- Create a total-team delegation plan
- Communicate the purpose of every delegated assignment
- Use a multi-level delegation model
- Use delegation as a tool for staff development
- Develop a method to monitor progress and take corrective action

Target Audience: Federal employees who directly or indirectly manage others, or who provide direction and leadership to staff without direct reporting authority (e.g., project leaders or matrix managers)

Competencies Addressed: Accountability, Decisiveness, External Awareness, Flexibility, Influencing/Negotiating, Interpersonal Skills, Problem Solving

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses**Effective Employee Supervision****Course Description:**

This course equips the management official with the skills and knowledge of procedures for conducting effective employee counseling to address problem behavior and performance issues. It provides information about the importance of the correct procedures to follow in the early stages of counseling and in follow-up procedures, with an emphasis on legal requirements from appellate authorities that affect employee issues.

Learning Objectives:

- Understanding the disciplinary responsibilities of supervisors
- Distinguishing between performance and conduct
- Using effective employee counseling techniques
- Understanding procedures for progressive discipline
- Using performance-based actions
- Understanding the burden of proof
- Identifying problems with performance standards

Target Audience: Supervisors and managers

Competencies Addressed: Human Capital Management, Interpersonal Skills

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses

Handling Problem Employees: The Tools, Legalities, & Strategies for Federal Supervisors

Course Description:

Problem employees are the federal supervisor's greatest challenge. Handling them requires speed, confidence, knowledge, and the ability to confront. This popular two-day program will give federal supervisors step-by-step prescriptive guidance for handling the nine types of problem employees. Discussions of the legalities of discipline in the federal service are combined with practical strategies for dealing with all types of problem employees. In addition, the program shows participants how to deal with common issues that require special handling: workplace violence, absenteeism, insubordination, off-duty conduct, and alcohol and drug offenses.

Learning Objectives:

- Recognize the nine types of problem employees
- Understand why handling problem employees is important
- Know the legal and practical tools available to correct problems
- Develop a disciplinary case
- Gain the knowledge and confidence needed to handle problem employees

Target Audience: All federal supervisors and managers

Competencies Addressed: Human Capital Management, Interpersonal Skills, Conflict Management

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses**Leadership & Management Skills for Non-Managers****Course Description:**

Participants will learn essential skills to gain the respect and support of others, as well as how to influence without authority. They will learn to use their roles within the organization to lead, handle different personality types, solve problems and make decisions, become change managers, and build solid, long-lasting working relationships.

Learning Objectives:

- Understand the critical role effective communication plays in managerial success
- Learn tools and methods for anticipating and resolving conflict constructively
- Develop tools for decision-making and problem solving
- Understand how to build and sustain effective working relationships upward, across, and with other employees
- Describe the role of change in organizations and how the leader functions as a change agent

Target Audience: Individuals who are not in supervisory/managerial positions but lead others and/or need to get work done through others and want to improve their leadership skills

Competencies Addressed: Conflict Management, Decisiveness, Interpersonal Skills, Oral Communication, Problem Solving, Written Communication

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses**The Leading Edge: Skills for Seasoned Managers & Supervisors****Course Description:**

The management cadre of the civil service is faced with demands that lie outside the traditional scope of supervision: increasing diversity in the workforce, changing values among different generations of employees; the loss of large numbers of senior, experienced staff; changing philosophy regarding mission and scope. Many agencies are embracing a model that has parallels in the private sector, and are redefining themselves into a business model. In this evolving environment, the ability to be forward-looking and innovative is critical. This highly interactive seminar will provide practical skills and ideas that apply to your workplace.

Learning Objectives:

- Acquire advanced leadership skills relevant to the challenges of your work
- Explore different perspectives on combining leadership and management
- Practice communication techniques that will facilitate clarity and energize your employees
- Recognize the importance of creating alignment and learn effective techniques to do so
- Learn how to use feedback and disclosure to increase trust
- Learn how to use iteration as a process of continual improvement

Target Audience: Professionals at the management/supervisory level who welcome the chance to explore ways of bringing a successful business perspective to their roles as supervisors

Competencies Addressed: Creativity/Innovation, Vision, External Awareness, Strategic Thinking, Political Savvy, Accountability, Entrepreneurship

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses

Mastering the Performance-Appraisal System: Helping Employees Succeed

Course Description:

This course, based on the OPM five-phase performance management model, is intended to assist supervisors and team leaders in planning, monitoring, developing, rating, and rewarding employees' performance. The program covers the supervisor's basic authorities and responsibilities in the management of subordinate performance and conduct, distinguishes between performance and conduct problems, and identifies available corrective actions and the factors to be considered in selecting the most appropriate resolution. It also explains the basic procedural requirements for most performance-management issues. If you are a supervisor, or will be taking on a supervisory role in the very near future, this is a critical training that will give you the know-how and the skill sets to manage performance properly and effectively.

Learning Objectives:

- Identify the five components of the performance-management model
- Define concepts of performance management
- Identify sources of authority for the performance-appraisal system
- Describe how appraisal-process results relate to other personnel actions
- Determine how key events in the appraisal cycle support the five major components of the performance-management process

Target Audience: Those who supervise others or wish to know how to effectively use the performance appraisal system

Competencies Addressed: Accountability, Interpersonal Skills, Problem-Solving

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses

Successful Mentoring Skills

Course Description:

Successful mentoring can make or break the development of human capital in an organization—especially when succession planning is an issue. Planning for the future in a real-life, intimate way is exactly what mentoring programs are all about. Mentoring programs encourage relationships that support the learning and development of targeted employee populations. They are established to create accountability for development and accessibility to developmental relationships. Effective mentoring requires commitment and the development of a specific skill set. This skill shop provides the skills necessary to mentor effectively so as to produce rapid improvement and lasting results.

Learning Objectives:

- Create an effective mentor/protégé relationship
- Understand the roles and expectations of mentors and protégés within your mentoring program
- Understand the relationship of mentoring to coaching, managing, teaching, counseling, sponsoring, advising and serving as a confidante
- Use communication skills to motivate your protégé
- Evaluate skills to determine protégé strengths and potential areas for development
- Learn how to provide reinforcement for positive development
- Learn how to provide corrective feedback for poor performance
- Learn how to transfer knowledge and “corporate memory” to protégés to facilitate succession planning

Target Audience: Supervisors, managers, and team leaders

Competencies Addressed: Human Capital Management, Leveraging Diversity, Interpersonal Skills, Problem Solving, Developing Others

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Leadership, Management, & Supervisory Development Courses**Transitioning to A Supervisory Role****Course Description:**

Transitioning from staff-member to supervisor creates new challenges and requires new skills. Through class discussion and assessment instruments, new supervisors gain insights into the supervisory role, and an awareness of their leadership styles. Assessment instruments provide feedback to participants on their leadership traits, their preferred leadership style, and areas for development. The course also includes information on establishing a customer-service strategy and motivational techniques to ensure a high-performing work team.

Learning Objectives:

- Recognize what is involved in the transition process from peer to supervisor
- Identify personal leadership skills and styles, and how to effectively use them
- Recognize and apply critical leadership traits
- Develop and manage an effective customer-service plan

Target Audience: New supervisors with no formal training, supervisors needing a refresher of basic supervisory skills, and employees preparing for supervisory careers

Competencies Addressed: Accountability, Conflict Management, Continual Learning, Customer Service, Leveraging Diversity, Developing Others, Human Capital Management, Influencing/Negotiating, Integrity/Honesty, Interpersonal Skills, Oral Communication, Giving and Receiving Feedback, Treats Others With Respect, Effective Listening Skills

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Project Management Certificate Courses

Managing Projects

Course Description:

A required foundation for the Associate's Certificate Program, this course provides a solid understanding of project-management methods. Participants will gain professional skills and techniques to manage each stage of the project life cycle, work within organizational and cost constraints, set goals tied directly to stakeholder needs, and use state-of-the-art project-management tools to get the work done on time and within budget. The course relates project-management principles to Interior's project-planning standards and integrated-life-cycle (ILC) processes.

Learning Objectives:

- Master fundamental project-management principles, vocabulary, skills, concepts, techniques
- Link project goals and objectives to clear, compelling stakeholder needs
- Develop work-breakdown structures
- Set realistic, measurable objectives, and ensure positive results
- Estimate project costs and schedules, using simple, proven techniques
- Establish a dependable project-control-and-monitoring system
- Relate project-management principles to Interior's project planning standards
- Relate project-management principles to Interior's integrated life cycle (ILC)

Target Audience: All federal employees requiring certification to manage major or non-major projects

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Procurement Management, Project Quality Management, Project Scope Management, Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Communications Management



CEUs: 2.25

CPEs: 27

PDUs: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Project Management Certificate Courses

Project Leadership, Management, & Communications

Course Description:

This interactive course provides a solid foundation in key leadership competencies. Students will complete a self-assessment of their leadership skills, and master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating, and leading change.

Learning Objectives:

- Lead project teams through more-effective communications
- Identify motivational value systems to improve productivity and cooperation
- Recognize the role of business and personal ethics in leadership
- Describe predictable change stages and identify appropriate leadership strategies for each stage
- Use a powerful four-stage collaborative-negotiation process
- Create a leadership-development plan to implement upon return to work

Target Audience: All federal employees requiring certification to manage major or non-major projects

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Communications Management



CEUs: 2.25

CPEs: 27

PDU: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Project Management Certificate Courses

Risk Management

Course Description:

In this course, students will work through the proactive approach to threat and opportunity—an approach based on a clear understanding of the power of both qualitative and quantitative approaches to risk management. The course examines risk management from both a top-down and bottom-up perspective, using a proven eight-step risk-management process. In addition, a multi-part case study will take the student from risk overview at the beginning of a project through the challenges of ongoing assessment and reassessment of threats and opportunities throughout the project.

Learning Objectives:

- Use a practical, eight-step process to manage project risk
- Identify threats and opportunities, and weigh their relative value in your project
- Control multiple risks, using limited strategies
- Overcome psychological barriers to risk in stakeholders and team members
- Make risk and opportunity integral components of the project plan

Target Audience: All federal employees requiring certification to manage major or non-major projects

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management, Project Procurement Management

PMBOK® Guide Knowledge Areas: Project Time Management, Project Cost Management, Project Risk Management



CEUs: 2.25

CPEs: 27

PDUs: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Project Management Certificate Courses

Scheduling & Cost Control

Course Description:

Students will develop effective measures for scheduling and controlling projects. The course will focus on managing the constraints of a project—limits on time, human resources, materials, budget, and specifications. Students will get hands-on experience in building project requirements and the work breakdown structure, as well as learn techniques for estimating, forecasting, budgeting, monitoring, controlling, analyzing, and reporting costs, and interpreting the meaning of earned-value data.

Learning Objectives:

- Use the work-breakdown structure to develop a network diagram
- Calculate schedules using PERT/CPM
- Identify, assign, and tabulate resource requirements
- Predict costs and work time, using specific levels and estimate types
- Plan for contingencies and anticipate variations
- Predict future project performance based on historical data
- Monitor changes and close out project

Target Audience: All federal employees requiring certification to manage major or non-major projects

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Scope Management, Project Time Management, Project Cost Management, Project Risk Management, Project Procurement Management



CEUs: 2.40

CPEs: 33

PDU: 24

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Project Management Certificate Courses

Contract Management Principles & Practices

Course Description:

Because contracts are developed in an increasingly complex environment (including the rising use of contracted supplies and services throughout government), it is critical that project managers have a solid understanding of the contracting process. This course gives students an overview of all phases of contracting, from requirements development to closeout.

Learning Objectives:

- Identify contract components and understand the process from start to finish
- Select the right contract type for your project
- Decipher contract legalese
- Choose the offer that will result in the best value for the buyer
- Negotiate favorable terms and make revisions to the contract
- Apply the ten rules of contract interpretation in project disputes
- Administer contracts appropriately and know when and how to terminate before or upon completion

Target Audience: All employees requiring certification to manage major or non-major projects

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication/Speaking, Project Management

PMBOK® Guide Knowledge Areas: Project Quality Management, Project Risk Management, Project Procurement Management



CEUs: 2.25

CPEs: 27

PDUs: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Project Management Certificate Courses

Quality for Project Managers

Course Description:

This course shows participants how to integrate quality-management concepts and project management practices to create an effective quality-management program that supports a project's success. Participants will learn about the philosophy and principles of quality management, and about how to translate these concepts into specific actions essential to successful improvement efforts. They will practice concepts, tools, and techniques, using an integrated case study that requires application of skills learned.

Learning Objectives:

- Implement quality concepts at the process and project levels
- Identify customer requirements, and determine appropriate quality-assurance standards
- Develop a plan for the project-quality program
- Use proven quality-control tools and techniques to collect and measure performance data
- Assess performance measurements, and determine ways to implement process improvement

Target Audience: All federal employees requiring certification to manage major or non-major projects

Competencies Addressed: Influencing/Negotiating, Leadership, Oral Communication, Project Management

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Quality Management, Project Communications Management



CEUs: 2.25

CPEs: 27

PDUs: 22.5

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Project Management Certificate Courses

Project Management Applications

Course Description:

This practice-based course integrates the knowledge, skills and competencies gained in the other project management certificate courses. Building on these competencies, students will work in teams to complete an extensive, realistic, week-long project case study. Students will propose, plan, and execute a full-scale project under typical organizational constraints. Students will follow the project through the life cycle, resolving issues of performance, scheduling, and control as they address questions of leadership and management.

Learning Objectives:

- Select the level of staffing, resources, and management support required for a project
- Assemble a project team, and gain commitment on project objectives
- Assign tasks based on work-breakdown structure
- Estimate time and costs, and present a project plan to team members and stakeholders

Target Audience: All federal employees requiring certification to manage major or non-major projects

PMBOK® Guide Knowledge Areas: Project Integration Management, Project Scope Management, Project Quality Management, Project Time Management, Project Cost Management, Project Risk Management, Project Human Resource Management, Project Procurement Management, Project Communications Management



CEUs: 2.8

CPEs: 33

PDU: 28

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Retirement Planning Courses**Mid-Career Planning Seminar for FERS Employees****Course Description:**

In today's ever-changing financial environment, it is crucial to begin, or at least consider, planning for retirement early. This course is designed to highlight the foundations of benefits available within federal service, and then explore options to maximize them.

All aspects of FERS employee programs will be examined. Then a common-sense approach to common-sense financial planning will follow, showing the attendees how to take the fear out of financial planning and how to become wise financial consumers.

The seminar exposes each participant to experts in each of the topics shown below. Therefore, it is an opportunity to ask questions and be given additional insight into aspects of their career paths the attendees may not have considered. Classroom discussion is lively, challenging, and rewarding.

Learning Objectives:

- Understand current federal retirement benefits and proposed legislation
- Understand financial principles, financial risks and investments
- Recognize impact of Social Security on retirement planning
- Understand the Thrift Savings Plan (TSP)
- Understand estate planning and legal issues, wills, trusts and powers of attorney

Target Audience: Employees with about 15 years of federal service, or who are near the mid-point of their government careers

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Retirement Planning Courses

Retirement Planning for CSRS Employees

Course Description:

As employees look forward to retirement, they have many questions. This seminar presents information about federal benefits, and explores options to maximize those benefits. All aspects of CSRS, Transfers and CSRS-Offset programs are examined. Participants will learn about financial planning and how to become wise financial consumers.

Learning Objectives:

- Understand the current federal retirement benefits and proposed legislation
- Understand financial principles, financial risks and investments
- Recognize impact of Social Security on retirement planning
- Understand the Thrift Savings Plan (TSP)
- Understand estate planning and legal issues, wills, trusts and powers of attorney

Target Audience: All federal employees needing a plan for a smooth transition into retirement (most beneficial for those within 10–15 years of retirement)

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Retirement Planning Courses**Retirement Planning for FERS Employees****Course Description:**

As employees look forward to retirement, they have many questions. This seminar presents information about federal benefits, and explores options to maximize those benefits. All aspects of FERS, Transfers and FERS-Offset programs are examined. Participants learn about financial planning, and how to become wise financial consumers.

Learning Objectives:

- Understand the current federal retirement benefits and proposed legislation
- Understand financial principles, financial risks and investments
- Recognize impact of Social Security on retirement planning
- Understand the Thrift Savings Plan (TSP)
- Understand estate planning and legal issues, wills, trusts and powers of attorney

Target Audience: All federal employees needing a plan for a smooth transition into retirement (most beneficial for those within 10–15 years of retirement)

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Professional Development Courses

Balance, Effectiveness & Professionalism

Course Description:

Balance is far more than time spent at the office compared to time spent at home. That is simply a time-management issue. Balance is a state of dynamic equilibrium. Like riding a bicycle, balance is a process involving motion. Balance promotes effectiveness; balance and effectiveness promote professionalism. Balance is best built and maintained by capitalizing on one's strengths and minimizing the adverse impact of weaknesses. Balance has multiple components which make up an ever-changing basis of balance. The key element is personal responsibility. Without personal responsibility, any sense of balance is purely coincidental with the circumstances of life, and will quickly disappear with the advent of adversity. This class begins with a look at the emotional, family, financial, fitness, health, intellectual, nutritional, professional, life purpose, social, spiritual and stress aspects of balance.

Learning Objectives:

- Learn the components of balance and what balance means to you
- Know your most important assets for building and maintaining balance
- Learn how to assume responsibility for building and maintaining balance
- Learn how to use the change process to promote balance
- Understand the importance of humor in balance
- Understand the relationship and importance of energy and enthusiasm and why attitude is the critical factor in balance
- Understand the importance of stress in achieving and maintaining balance
- Identify factors which derail the best of balance plans
- Learn the three parts of life which are critical to maintaining balance

Target Audience: Employees, managers and executives who want to improve balance in their own lives, or want to encourage others to do so

Competencies Addressed: Flexibility, Resilience, External Awareness

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Professional Development Courses

Communication Skills in a Culturally Diverse Workplace

Course Description:

This fascinating, contemporary workshop will improve interpersonal communication skills in a culturally diverse workplace. Through the use of video, short films, case studies, and interactive role-playing, participants will explore different kinds of communication strategies to interact more effectively with others in the work environment. They will also gain insight into different communication styles and rituals, and their implications for the development of interpersonal and intercultural skills in the workplace. Emphasis is given to practical analysis of typical communication scenarios in the workplace.

Learning Objectives:

- Learn how to strengthen your understanding of the communication process in the workplace
- Become familiar with and be able to appreciate the different communication styles and rituals men and women use in the workplace
- Increase your awareness of the impact cultural differences have on verbal and non-verbal communication in the workplace
- Improve your awareness of the need for more empathic listening and feedback in communicating with others in the workplace
- Identify various techniques and strategies for safe and respectful interpersonal communication as a key to better understanding in the workplace
- Understand the bases for filing an EEO complaint and the informal and formal EEO complaint process
- Become familiar with the No Fear Act of 2002

Target Audience: All federal employees

Competencies Addressed: Conflict Management, Leveraging Diversity, External Awareness, Flexibility, Interpersonal Skills, and Team Building

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Professional Development Courses

Effective Briefing & Presentation Skills

Course Description:

Effective communication skills are critical to a leader's success. The biggest differentiator between good leaders and great leaders is how they present their ideas. Presentations are part of any business endeavor, as well as many social and professional organizations. Focus on what the pros do to create authority and energy in front of the room. Personal stories create memories, so learn how to incorporate yours and tie them to your learning point. Learn how to analyze the audience, handle question-and-answer sessions like a pro, get people to make commitments, and leave them with something valuable.

Learning Objectives:

- Understand your behavior style and how it impacts your presentation style
- Get a template for each of the five types of presentations, and practice creating them
- Learn how to create authority, energy and awareness in front of any sized group
- Learn how to analyze the audience so that you make sure your material is on target
- Study the Eight Intelligences and know how to use them to get anyone's attention
- Work with those difficult audience members so you stay in control
- Learn how to open and close crisply and gain commitment for change at the end of a program
- Get actual practice with some of your new skills so that you can duplicate them when you leave

Target Audience: Managers, supervisors, team leaders, and other professionals who want to improve their presentation skills

Competencies Addressed: Interpersonal Skills, Oral Communication, Continual Learning, Influencing/Negotiating

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Professional Development Courses**Facilitation Skills****Course Description:**

A facilitator empowers groups and individuals to optimize their own capabilities and knowledge for identifying important issues and examining possible solutions. This class provides students with facilitation techniques to guide interpersonal communication between groups and individuals, and assist them in clarifying concerns, sharing ideas, and improving processes.

Learning Objectives:

- Understand various facilitation techniques, and when they should be used
- Build a structured approach for the facilitation process
- Learn to recognize and guide the dynamics of individual and group interactions
- Recognize and handle difficult relationship situations
- Encourage and promote constructive brainstorming and feedback
- Guide groups and individuals toward clarification of issues
- Identify and use effective problem-solving processes

Target Audience: Supervisors, managers, and team leaders

Competencies Addressed: Interpersonal Skills, Oral Communication, Problem Solving, Flexibility

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Professional Development Courses

Organization & Time Management

Course Description:

Time—there is never enough of it. Have you ever been pressed for time to finish a project, only to have additional work stacked on? How about that looming deadline that keeps creeping closer as the roadblocks keep mounting? While no one can increase the number of hours in a day, managing time and becoming more organized can add productive hours to each work day. Good time management will decrease your stress and increase your ability to complete all tasks.

Managing time goes beyond simply managing personal work time; you also must manage the people, products, and tasks involved. To effectively manage time and complete tasks on time, you must prioritize and take an organized approach to each task. Even well-planned projects encounter bumps in the road; however, being organized allows you to adjust quickly.

Effective time management anticipates challenges, and plans for them. No one approach can address all situations; however, developing a good basic time-management strategy will lay the groundwork for any assignment. This workshop is designed to provide you with the strategies, tools, and tips to improve the way you work and live.

Learning Objectives:

- Set goals for both your work and personal life
- Manage multiple projects and priorities
- Increase personal productivity
- Balance personal life with a work life
- Overcome procrastination
- Learn how to decrease the burnout rate

Target Audience: All federal employees

Competencies Addressed: Accountability, Customer Service, Decisiveness, Flexibility, Influence/Negotiation, Interpersonal Skills, Leveraging Diversity, Oral Communication, Partnering, Problem Solving, Service Motivation, Strategic Thinking, Team Building

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Specialized Courses

Alaska National Interest Lands Conservation Act (ANILCA) Seminar

Course Description:

This annual ANILCA training contains updated information every year. The instructors are people who work with ANILCA daily, and who follow the shifts from issue to issue as the law is implemented. They are representatives from the State of Alaska, the Department of the Interior, Alaska Federation of Natives, resource-development groups, hunters, conservation groups, miners, ANCSA corporations, and other Alaskan-interest groups. Participants will view a broad picture of the contents of ANILCA (a beginning for further study) and the far-reaching effects of ANILCA on the people and land of Alaska.

Learning Objectives:

- Be aware of the significance of interacting with the public about access, land use, and other federal land issues; almost all are affected by ANILCA
- Understand the general provisions and effects of ANILCA
- Identify land-management situations affected by ANILCA
- Identify basics of federal law that are administered differently in Alaska because of ANILCA
- Be able to make recommendations and decisions about federal land use in Alaska as affected by ANILCA

Target Audience: DOI land managers and others who deal with ANILCA issues

Competencies Addressed: Cultural Awareness, Resource Management

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Specialized Courses

Bear & Firearm Safety

Course Description:

Students will receive an intensive briefing on bear and wild–animal behavior, with an emphasis on avoiding confrontation and injury in field situations.

Learning Objectives:

- Know safety rules for avoiding bear encounters
- Be aware of appropriate defensive behavior if a bear encounter occurs
- Apply knowledge of cleaning and transportation of firearms
- Participate in firing-range practice and BLM certification

Target Audience: Mandatory for anyone who must work and carry guns in remote field areas

Competencies Addressed: Problem Solving, Planning

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Travel Regulations Courses**Temporary Duty (TDY) Travel****Course Description:**

This course provides participants with an opportunity to better understand the Federal Travel Regulations and get up-to-date information on recent changes. The course focuses on temporary-duty travel allowances and responsibilities in the various areas of civilian travel.

Learning Objectives:

- Identify and apply the rules as prescribed in the Federal Travel Regulations
- Identify reimbursements for civilian employees on official business
- Determine transportation allowances advantageous to the government
- Determine requirements for submitting voucher claims
- Determine employee rights, entitlements, and responsibilities when using GovTrip for voucher processing

Target Audience: All employees (e.g., supervisors, managers, authorizing/certifying officials and frequent travelers) who are involved in travel management

Competencies Addressed: Continual Learning, Technical Credibility, Accountability

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Writing Skills Courses**Business Communication Boot Camp****Course Description:**

In this intensive, four-day writing and speaking workshop, you'll work hard on the most-important and effective fundamental principles of work-related writing and speaking—not only in your more-formal memos, e-mails, and presentations, but also in your crucial (and all too often overlooked) day-to-day interchanges with co-workers, supervisors, and customers. Fast-paced, interactive exercises will help you clarify your purpose and identify the most-important points in your message *before* you start writing (or speaking); organize your points in a logical structure that will clearly communicate your message; draft a concise, effective opening and closing; edit for content, and to conform to standard style practices; and adapt these skills for casual everyday business communication.

Learning Objectives:

- Identify your purpose, and your readers/listeners
- Collect essential information needed to communicate your message
- Organize your data into a logical, effective structure
- Produce, in a relatively short time, a working draft that matches your message and audience/readers
- Revise the draft for conciseness, effectiveness, and standard usage
- Develop a “grabber” opening and a “conclusive” conclusion
- Present your message to other participants in a concise, effective, well organized talk; and to the instructor in a written, near-final draft

Target Audience: All federal employees

Competencies Addressed: Interpersonal Skills, Oral Communication, Written Communication, Effective Listening Skills

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Writing Skills Courses**E-mail Communication: Ethics, Etiquette, & Confidentiality****Course Description:**

This two-day interactive presentation focuses on e-mail as a means of official business communication. It reviews major ethical principles governing professional and organizational communication, and examines agency communications as a vehicle for ethical government. You will learn and practice ethical-communication best practices in the ever-changing world of government. In addition, you will explore basic principles of etiquette and confidentiality as applied to e-mail.

Learning Objectives:

- Be aware of appropriate professional use of e-mail and the internet
- Recognize the permanence of all forms of text
- Adopt ethical, appropriate communication as a daily mandate
- Learn three principles of ethical professional communication
- Explore ways in which communication both expresses and affects agency ethics
- Learn to apply accepted principles of e-mail etiquette
- Explore the concept of e-mail confidentiality

Target Audience: All federal employees

Competencies Addressed: Accountability, External Awareness, Integrity/Honesty, Written Communication, Treats Others With Respect

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Writing Skills Courses

Writing Foundations: Basics in Grammar, Punctuation, & Word Usage

Course Description:

In this two-day course, participants learn to improve the *correctness* of their writing by reviewing principles of English grammar and punctuation. They will practice writing correct sentences, and learn to recognize and avoid the most-common errors in English usage. In addition, they will review spelling rules and exceptions, as well as discover ways of remembering correct spelling and word-use. Employees who write, edit, or proofread, as well as those who are called upon to speak in public, will find this a valuable refresher course in basic English grammar, usage, and punctuation.

Learning Objectives:

- Write clear, effective sentences
- Practice standard uses of punctuation marks
- Identify and correct common non-standard grammar patterns (e.g., subject-verb and pronoun-antecedent disagreement, who-whom errors, sentence fragments and splices)
- Understand and use active and passive voice effectively
- Follow standard patterns of capitalization and number use
- Identify 100 commonly misspelled words

Competencies Addressed: Written Communication, Attention to Detail, Organization

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

Writing Skills Courses

Writing Foundations: Choosing & Using Just the “Write” Word

Course Description:

People who can choose and use just the right words are more productive, and enjoy greater career success. In this course, participants will learn how to build an effective vocabulary, and how to sharpen speech and writing skills by selecting the words that work best. This seminar also focuses on thirty pairs of most-frequently confused words (like *adverse-averse*, *flaunt-flout*, *regime-regimen*, *affect-effect*). Participants will receive a clear explanation of the different word meanings, practice using them, and learn mnemonics for remembering them.

Learning Objectives:

- Recognize importance of vocabulary to productivity and career success
- Use job-specific terms accurately
- Use common roots and prefixes as building blocks and spelling aids
- Recognize and use connotation and denotation in word choice
- Correctly use commonly misused words
- Choose and use appropriate references
- Plan for continuing vocabulary growth
- Identify problem pairs
- Analyze reasons for confusion
- Develop effective memory aids

Competencies Addressed: Written Communication, Listening

To Register: For specific class times, dates, locations, tuition, and registration information, go to www.doi.gov/training

ADDITIONAL PROGRAMS

DOI University's Leadership Programs provide a planned, systematic, competency-based approach to developing future leaders for the Department of the Interior. The Government-wide Acquisition Management Intern Program, Office of the Secretary Management Intern Program, and the R. Schuyler Lesher Financial Management Career Intern Program offer enhanced development opportunities for high-potential future leaders. Entry and mid-level leadership development training provides high-potential employees with the necessary skills to transition to supervisory and leadership roles. Emphasis is placed on the development of core competencies throughout each of DOI University's leadership programs.

Fellows & Leadership Programs

Pathways to Leadership

The Pathways to Leadership program is specifically designed to develop mid-level leaders in the Bureau of Indian Affairs, the Bureau of Indian Education and the Office of the Special Trustee for American Indians. During the ten-month program, participants focus on the competencies that are critical to lead in the challenging and complex environment of Indian programs. The program uses a blended learning approach through classroom training, small group discussion, self-assessment, self-study, detail assignments, action-learning projects, and formal mentoring to expose participants to current best practices and the latest concepts in the field of leadership. The program is open to highly qualified GS-12 and GS-13 employees who have demonstrated leadership potential. Class number six will begin in December 2010. Please refer to our website for additional information and program updates: www.doi.gov/training.

Presidential Management Fellows Program

The Presidential Management Fellows Program is designed to attract outstanding masters- and doctoral-level graduates from a wide variety of academic disciplines to the federal service. This highly competitive program recruits those who have demonstrated an exceptional ability for, as well as a clear interest in and commitment to, leadership in the analysis and management of public policies and programs. The PMF program enables students who have recently completed graduate-degree requirements to receive an initial two-year full-time excepted service appointment, and to have the opportunity to convert non-competitively to a permanent federal civil service position following successful completion of their fellowships. Please contact Alisa Ballew Rawlins at (202) 219-0097 or refer to our website (www.doi.gov/training) for additional information and program updates.

Senior Executive Service Candidate Development Program

The Senior Executive Service Candidate Development Program (SESCDP) is a twelve-month program that prepares individuals for the Senior Executive Service (SES). During the course of the SESCO, participants address the challenges of leadership within the evolving mix of political thought and practical business applications. Each participant receives a variety of learning opportunities through core training sessions, 80- hours of executive education, developmental assignments, and formal mentoring/coaching. The program focuses on the Executive Core Qualifications that OPM has determined are critical for successful performance at the SES level. Upon successful completion of all program requirements, participants are awarded a certificate for non-competitive appointment to an SES position.

The program is being redesigned to meet the new OPM program requirements. Please refer to the DOIU website, www.doi.gov/training, for additional information and program updates.

Intern Programs

Government-wide Acquisition Management Intern Program

The Government-wide Acquisition Management Intern Program is a three-year program designed to attract and hire entry-level contract specialists and to develop them into procurement professionals and government business leaders of the future. Interns receive technical and business skills training that meet the FAC/C and DAWIA requirements and complete four six-month rotations in sponsoring agencies. Additionally, each intern benefits from formal and informal mentoring throughout the program. Participants are hired at the GS-7 level with full promotion potential to the GS-13. Upon successful completion of all program requirements during the two-year training program, interns are permanently placed in one of the sponsoring agencies where they serve a one-year apprenticeship. Recruitment for the Class of 2011 will begin in January 2011 with a program launch scheduled for June 2011. Upon request, DOI University can develop and manage a customized intern program for federal agencies. Please refer to our website for additional information and program updates: www.doi.gov/training.

Office of the Secretary Management Intern Program

The Office of the Secretary Management Intern Program (OSMIP) is a two-year program designed to recruit, develop, and retain a group of diverse future leaders for the Department's management functions. Interns participate in a structured training curriculum based on the leadership and business related competencies as identified in the Office of Personnel Management's Fundamental Competencies. They also complete six four-month rotations in DOI's Policy, Management, and Budget offices where they receive practical work experience and on-the-job training. In addition, interns are each assigned a mentor who guides them throughout the program. Upon successful completion of all program requirements, interns are permanently placed in one of the Department's Policy, Management, and Budget Offices. Please refer to our website for additional information and program updates: www.doi.gov/training.

R. Schuyler Leshner Financial Management Career Intern Program

The R. Schuyler Leshner Financial Management Career Intern Program is a three-year program that focuses on providing practical work experience, supplemental targeted training and cross-training, and rotational assignments for a broad perspective of financial management in the federal sector. Interns are required to complete a prescribed curriculum of financial management, accounting, and leadership development training. The curriculum is based on the Joint Financial Management Improvement Program (JFMIP) core competencies for accountants and financial specialists. In addition to training and practical experience, interns are each assigned a mentor who helps guide them throughout the program. Please refer to our website for additional information and program updates: www.doi.gov/training.

Technology Enabled Learning

Customized Online Courses

DOI University's Technology Enabled Learning Center develops customized online courses and training solutions to help meet Departmental mission requirements and training needs using various technologies. DOIU instructional designers create online courses from existing classroom training materials, or work with subject-matter experts to design new courses from other sources.

For more information on DOIU's customized online training, go to www.doi.gov/training, click on "Special Training Programs," and review the Customized Online Training section. To discuss how our team can work with you to meet your training needs through customized online courses, call us at (202) 208-DOIU (3648), and ask to speak to someone about customized online training.

Online Learning Libraries

Online courses provide the opportunity to learn 24 hours a day, 365 days a year, anywhere in the world via internet access. DOI University currently provides an online course library of over 3,000 courses from SkillSoft. Many technology courses are available, from word processing to computer programming, IT Security, web-site development, and LAN management. Business-skills courses cover communication, interviewing, sexual-harassment awareness, project management, diversity, team skills, managing work and employees, and many other topics relevant to improving performance in the workplace. To learn more about the online learning library offerings, please visit www.doiu.nbc.gov/skillsoft.

Speaker Series

Department of the Interior Leadership Forums

The new Department of the Interior Leadership forums feature distinguished authors and speakers presenting on topics in the field of leadership trends, theories, and practices. Authors of recently published books and subject matter experts in the field of leadership share their thoughts and ideas with Interior's employees. Those attending the forums have an opportunity to network with other leaders, and receive a copy of the featured book where applicable. The forum series' target audience is employees at the GS-13, -14, and -15 grade levels. There is no cost to DOI employees.

Please visit the DOIU website, www.doi.gov/training, for the FY 2011 Forum schedule. For further assistance, please contact Archie Barnes at (202) 208-4376, or by e-mail at Archie_Barnes@nbc.gov.

Government-wide Senior Executive Service Forum Series

The Department of the Interior University partners with other federal agencies to present this speaker series that provides federal senior executives with a continuing learning opportunity. Executives from subscribing agencies hear from and interact with today's top thinkers and organizational practitioners, as well as learn from current top executives in the federal sector. Distinguished authors and speakers share their knowledge in areas related to the Office of Personnel Management's Executive Core Qualifications. This forum series offers Senior Executive Service employees the opportunity to network, hear presentations from today's cutting-edge authors and speakers and, when applicable, receive a copy of the book. The forum series satisfies the OPM requirement for continuing executive education. DOI senior executives who previously attended the DOI executive forums are encouraged to participate in this forum series. Seats are available on a subscription basis.

Please visit the DOIU website, www.doi.gov/training, for the FY 2011 Forum schedule. For further assistance, please contact Archie Barnes at (202) 208-4376 or by e-mail at Archie_Barnes@nbc.gov.

Government-wide Forums - Washington, DC & Denver, Colorado

The Department of the Interior University partners with other federal agencies to present this forum series, which focuses on topics ranging from leadership and diversity to career development and quality-of-life issues. Employees from subscribing agencies hear from distinguished authors and speakers, network with other federal employees, and have an opportunity to meet the authors/speakers. Where applicable, participants receive a copy of the speaker's book. Seats are available on a subscription basis.

Washington, DC Forums: Career, Diversity, and Leadership

The FY 2011 schedule will be announced on the DOIU website, www.doi.gov/training. Seats are available on a subscription basis.

For further information on the Career, Diversity, and Leadership Washington, DC forums, please contact Ashlei Walker at (202) 208-6917, or by e-mail at Ashlei_Walker@nbc.gov. You may also contact Archie Barnes at (202) 208-4376, or by e-mail at Archie_Barnes@nbc.gov.

Denver, Colorado Forums: Career, Quality of Life, and Leadership

The 2011 schedule will be announced on the DOIU website, www.doi.gov/training.

For further information on the Career, Quality of Life and Leadership Denver Forums, please contact Ashlei Walker at (202) 208-6917, or by e-mail at Ashlei_Walker@nbc.gov. You may also contact Archie Barnes at (202) 208-4376, or by e-mail at Archie_Barnes@nbc.gov.

APPENDIX

How to Register for Courses

DOI LEARN (Department of the Interior Learning Management System)

The Department of the Interior University (DOIU) and bureau training organizations are continuing to use DOI LEARN. All training registrations for Interior employees will be handled in DOI LEARN except for National Business Center employees. To launch DOI LEARN, open your browser and type the URL: www.doi.gov/doilearn.

All Non-DOI Federal Employees

All non-DOI federal employees can register for DOI University courses through the DOI University website by clicking on the link for “Classroom and Online Course Offerings.” To launch the website, open your browser and type the URL: www.doi.gov/training.

Training Cancellation Policy

The following policy applies only to fee-based courses offered through DOI University.

DOIU Canceled Courses

If DOI University must cancel a course, our staff will notify students by phone, e-mail or fax. A full tuition refund will be given for any course DOIU cancels.

Cancellations/Refunds/No Shows

We design our courses to optimize your learning experience, so each course accommodates a limited number of participants. If you must cancel, please provide written notification either through e-mail or fax as early as possible. For a full refund, your cancellation notification must be received at least 10 business days prior to the course-start date. There are no refunds for cancellation notifications received after that time, or for no-shows.

Substitutions/Rescheduling

Course enrollment substitutions are acceptable any time up to the course-start date. Students and agencies are also allowed the opportunity to reschedule. Again, notification of rescheduling should be in writing, sent by e-mail or fax. These notifications must be received at least 10 business days prior to the course-start date. Requests received after that time will be treated as cancellations.

DOI University Instructor-Led Courses: General Information

Class Attendance

Attendance is required for every day of class. Our classes start on time, so it is to your advantage to make every effort to be in the classroom ready to begin at the beginning of class and after each break. Please follow the classroom ground rules the instructors provide. If you miss a day of training, the DOI Learn attendance record will be marked as incomplete; when applicable, you will not receive the certificate of completion until you make arrangements through DOIU, and make up the missed time. If you find that you must be out, contact DOI University as soon as possible and follow standard leave-request procedures with your supervisor.

Persons With Disabilities

DOI University strives to make training classes accessible to all. If you need special accommodations to participate in our training classes, please be sure let the DOI University staff know; you may contact us by e-mail or phone. Because arrangements for accommodations must usually be made in advance, please make your request at least three weeks before the first day of class.

DOI University Inclement Weather Policy

Whenever the Office of Personnel Management (OPM) changes the operating status for government employees, DOI University will follow the policy below. Please contact your local OPM emergency center.

Announcement	What Announcement Means for Training Class
Federal agencies in the Washington, DC, area are OPEN: employees are expected to report for work on time.	Class will RUN AS SCHEDULED
Federal agencies in the Washington, DC, area are OPEN under an UNSCHEDULED LEAVE (Liberal Leave) policy	Class will RUN AS SCHEDULED
Federal agencies in the Washington, DC, area are OPEN under a DELAYED ARRIVAL policy	Class will RUN. Class time is dependent on the number of hours of the delay. (For example, if a class is scheduled to start at 8:30 a.m. and the delay is two hours, the class will begin at 10:30 a.m.)
Federal agencies in the Washington, DC, area are OPEN under a DELAYED ARRIVAL/UNSCHEDULED LEAVE policy. Employees should plan to arrive for work no more than [a specified number of] hours later than they would normally arrive, and employees who cannot report for work may take unscheduled leave.	Class will RUN. Class time is dependent on the number of hours of the delay. (For example, if a class is scheduled to start at 8:30 a.m. and the delay is two hours, the class will begin at 10:30 a.m.)
Federal agencies are CLOSED	Class is CANCELLED

OPM operating-status website: <http://www.opm.gov/status>

What Are Competencies and Why Are They Important?

A competency is a combination of skills, knowledge, characteristics, and traits that contribute to outstanding performance in a particular job. When you put a series of competencies together, it is called a competency model, and shows you the difference between outstanding and average performance of that job.

Basically, a competency is what outstanding performers 1) do more often, 2) do in more situations, and 3) do with better results than average performers.

Competencies create a common bond of understanding and a common language for discussing performance. They are used to clarify organization mission and goals and what it takes to achieve those goals. Competencies are also very useful in predicting the future skills that the organization will need.

You can use the competencies identified in this catalog to plan your training based on your individual and the organization's needs. You may want to develop a new competency or strengthen an existing competency. Using the competencies as a guide to course selection will ensure that you are spending your valuable time and training dollars on the most-appropriate learning activity.

Executive Core Qualifications

The Office of Personnel Management is committed to ensuring the quality of all levels of leadership throughout the federal government. Leaders must excel within a results-oriented performance culture, and the Executive Core Qualifications (ECQs) ensure they have the competencies to do so.

Recognizing the current and future needs of federal leaders, and the importance of succession planning and effective performance management, DOI's Leadership and Performance Centers have carefully designed their training and development opportunities around these revised competencies.

The following pages contain OPM's revised ECQs, which became effective October 1, 2006.

Executive Core Qualifications

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions
Definitions				
This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.	This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.	This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core qualification involves the ability to manage human, financial, and information resources strategically.	This core qualification involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.
Competencies				
<ul style="list-style-type: none"> • Creativity and Innovation • External Awareness • Flexibility • Resilience • Strategic Thinking • Vision 	<ul style="list-style-type: none"> • Conflict Management • Leveraging Diversity • Developing Others • Team Building 	<ul style="list-style-type: none"> • Accountability • Customer Service • Decisiveness • Entrepreneurship • Problem Solving • Technical Credibility 	<ul style="list-style-type: none"> • Financial Management • Human Capital Management • Technology Management 	<ul style="list-style-type: none"> • Partnering • Political Savvy • Influencing/Negotiating

Executive Core Qualifications and Competency Definitions

ECQ 1: Leading Change

Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Competencies

<i>Creativity and Innovation</i>	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting-edge programs/processes.
<i>External Awareness</i>	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
<i>Flexibility</i>	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
<i>Resilience</i>	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
<i>Strategic Thinking</i>	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
<i>Vision</i>	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

ECQ 2: Leading People

Definition: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Competencies

<i>Conflict Management</i>	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
<i>Leveraging Diversity</i>	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
<i>Developing Others</i>	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
<i>Team Building</i>	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

ECQ 3: Results Driven

Definition: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Competencies

<i>Accountability</i>	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
<i>Customer Service</i>	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
<i>Decisiveness</i>	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
<i>Entrepreneurship</i>	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
<i>Problem Solving</i>	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
<i>Technical Credibility</i>	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

ECQ 4: Business Acumen

Definition: *This core qualification involves the ability to manage human, financial, and information resources strategically.*

Competencies

<i>Financial Management</i>	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
<i>Human Capital Management</i>	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
<i>Technology Management</i>	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

ECQ 5: Building Coalitions

Definition: This core qualification involves the ability to build coalitions internally and with other federal agencies, state and local governments, nonprofit and private-sector organizations, foreign governments, or international organizations, to achieve common goals.

Competencies

<i>Partnering</i>	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
<i>Political Savvy</i>	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
<i>Influencing/ Negotiating</i>	Persuades others; builds consensus through give-and-take; gains cooperation from others to obtain information and accomplish goals.

Fundamental Competencies

Definition: These competencies are the foundation for success in each of the Executive Core Qualifications.

Competencies

<i>Interpersonal Skills</i>	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
<i>Oral Communication</i>	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
<i>Integrity/Honesty</i>	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
<i>Written Communication</i>	Writes in a clear, concise, organized, and convincing manner for the intended audience.
<i>Continual Learning</i>	Assesses and recognizes own strengths and weaknesses; pursues self-development.
<i>Public Service Motivation</i>	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

FY 2011 Executive Core Competency Tables

On the following three pages, you will find tables that will help you map out the executive core competencies addressed in Leadership, Management, & Supervisory Development Courses, and other special programs offered by DOI University in fiscal year 2011.

Executive Core Competencies for Leadership, Management, & Supervisory Development Courses																															SMT=Supervisors, Managers, & Team Leaders	All = All Federal Employees	PT = Program Participants	New Sup = New Supervisors
Target Audience	Course Titles		Accountability	Conflict Management	Continual Learning	Creativity & Innovation	Leveraging Diversity	Customer Service	Decisiveness	Developing Others	Entrepreneurship	External Awareness	Financial Management	Flexibility	Human Capital Management	Influence/Negotiating	Integrity/Honesty	Interpersonal Skills	Oral Communication	Partnering/Collaboration Skills	Political Savvy	Problem Solving	Resilience	Service Motivation	Strategic Thinking	Team Building/Motivating	Technical Credibility	Technology Management	Vision/Communicating Vision	Written Communication	Giving & Receiving Feedback	Treats Others With Respect	Effective Listening Skills	Crucial Conversation
SMT	40 Hour Supervision: Level I—Basic Skills																																	
SMT	40 Hour Supervision: Level II																																	
All	Building & Leading Effective Teams																																	
All	Creating & Working in an Ethical Culture...																																	
All	Cultural Competency: Building Bridges & Employee...																																	
All	Delegation: Developing Others Through Shared Work																																	
All	Effective Employee Supervision																																	
SMT	Handling Problem Employees...																																	
All	Leadership & Management Skills for Non-Managers																																	
SMT	The Leading Edge: Skills for Seasoned Managers & ...																																	
All	Mastering the Performance Appraisal System...																																	
SMT	Successful Mentoring Skills																																	
New Sup.	Transitioning to a Supervisory Role																																	

Executive Core Competencies for Special Programs		SMT=Supervisors, Managers, & Team Leaders						
		All = All Federal Employees			PP = Program Participants		New Sup = New Supervisors	
Target Audience	Course Titles	GS 6-9	PP	GS 9-12	PP	PP	PP	GS-15
	Crucial Conversation							
	Effective Listening Skills	•	•	•	•	•	•	•
	Treats Others With Respect	•	•	•	•	•	•	
	Giving & Receiving Feedback							
	Written Communication	•	•	•		•		•
	Vision/Communicating Vision		•		•		•	•
	Technology Management					•	•	•
	Technical Credibility	•		•		•	•	•
	Team Building/Motivating		•		•	•	•	
	Strategic Thinking		•		•		•	•
	Service Motivation	•		•			•	•
	Resilience			•			•	•
	Problem Solving	•		•		•	•	•
	Political Savvy		•	•	•		•	•
	Partnering/Collaboration Skills	•		•			•	•
	Oral Communication	•	•	•		•	•	•
	Interpersonal Skills	•	•	•	•	•	•	•
	Integrity/Honesty	•	•	•	•	•	•	•
	Influenc/Negotiating			•	•		•	•
	Human Resource Management				•		•	•
	Flexibility	•	•	•		•	•	•
	Financial Management		•	•	•		•	
	External Awareness						•	•
	Entrepreneurship				•		•	•
	Developing Others						•	
	Decisiveness			•	•		•	•
	Customer Service	•	•	•	•	•	•	
	Leveraging Diversity		•	•		•	•	•
	Creativity & Innovation		•			•	•	•
	Continual Learning	•	•	•	•	•	•	•
	Conflict Management			•			•	•
	Accountability	•	•	•	•	•	•	•
		Executive Assistant Certificate Program	Financial Management Career Fellows Program	Foundations in Leadership Certificate Program	Government-wide Acquisition Fellows Program	Office of the Secretary Management Fellows Program	Presidential Management Fellows Program	Senior Executive Service Candidate Development Program

Building an Individual Development Plan

An individual development plan (IDP) is a formal, written commitment to learn something new, and an organized plan for learning it. An IDP allows you to identify something you would like to learn that benefits both you and the organization. Then you figure out how to do it—for example, through formal training, on-the-job training, other experiential activities, or through self-directed activities—and put that information to use. Creating the IDP becomes a road map for your development.

The most-successful employees take responsibility for their own growth and development by identifying their career goals, preparing for upcoming changes, and identifying the skills that they will need in their current and future jobs. Together with their supervisors, they create a development plan that aligns with the DOI mission and goals, and promotes personal growth and effectiveness.

Sample IDP:

Individual Development Plan
FY11

Skill/Competency	Activity	Source	Cost	Date
1. Knowledge of budget concepts and processes	Principles of Federal Appropriations Law	DOI University	\$550	February 23–25, 2011
2. Knowledge of federal accounting	Demonstrate and apply federal accounting policies and procedures	On-the-job training	No cost	Ongoing

What Are Continuing Education Units (CEUs), Continuing Professional Education Credits (CPEs), Continuous Learning Points (CLPs), Professional Development Units (PDUs)?

Continuing Education Units (CEUs) are recognized internationally as a measure of professional education and training. CEUs can be used to provide employers with a history of an employee's professional development activities and to apply for relicensure or recertification, as defined by state agencies or professional organizations. You will receive one CEU for every 10 hours of participation. To earn CEUs and receive a certificate of completion, you must complete the entire class and pass any applicable exams.

Continuing Professional Education (CPE) is an important topic in the financial arena. Certified Public Accountants (CPAs) are required by state governing boards to earn CPE credits in order to maintain CPA licenses and enhance their professional competence. Continuing Professional Education is the term to describe the educational activities that assist CPAs in achieving and maintaining quality in professional services. CPE credits are granted based on a 50-minute hour; you are eligible for one CPE credit for every 50 minutes of instruction. For your convenience, course descriptions in this catalog include CPE-credit information. Though not specific to maintaining a certificate, earning CPE credits shows your desire to improve your personal professional skills, abilities, and knowledge, and demonstrates to superiors your personal motivation and initiative.

Continuous Learning Points (CLPs) are professional education and training measurement units recognized in the acquisition field. The federal government continues to expand the training and job experience requirements for professionals in the acquisition field. CLPs can be earned through related on-the-job experiences, training courses and contract-administration experience.

After attending a basic 40-hour COTR certification course, a Contracting Officer's Technical Representative (COTR) is required to earn 40 CLPs every two years in a course other than the basic COTR certification course. To help you fulfill this requirement, DOI University will be offering a 40-credit-hour/40 CLPs COTR Refresher Seminar in FY 2011.

Professional Development Units (PDUs) are the measuring units used by the Project Management Institute, Inc., to qualify approved learning and professional service activities. Typically, one PDU is earned for every hour spent in a planned, structured learning experience or activity. For conversion purposes, one Continuing Education Unit (CEU) equals ten PDUs.

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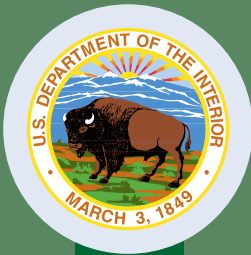
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NOTES

EXPAND YOUR HORIZONS AND ADVANCE YOUR CAREER.
DOI UNIVERSITY HAS JUST WHAT YOU NEED

DOI UNIVERSITY VALUE IN LEARNING

The Next Step is Yours



DOI University offers a wide variety of learning solutions to develop and maintain a high performing and efficient workforce. Whether you choose formal classroom training, technology enabled learning, or a blended learning approach, DOI University can help you lay the foundation for your future and increase professional competencies within your area of expertise.

DOI University's programs in leadership and supervision, professional development, business skills, and program management are offered in four geographically dispersed locations: Albuquerque, NM; Anchorage, AK; Denver, CO; and Washington, DC. We also provide customized training solutions that can be delivered at your location or on-line. Our university offers intern programs in acquisitions, financial management, and management, and forum events that expose employees to renowned authors and speakers. Come visit DOIU - your one stop training provider.

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